

# **Children & Young People's Plan**

## **April 2006**



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The following individuals and organisations have been involved in the creation of this document:

Community committees  
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Local Safeguarding Children Board  
Parents and carers  
Salford City Council  
Salford Primary Care Trust  
Schools  
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Youth Offending Team



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## 1. Welcome to the Children & Young People's Plan

### **What is the Children and Young People's Plan?**

This plan pulls together into one document everything that Salford does for children and young people, what action the City Council and its partners are going to take in the future, and what they are trying to achieve by taking those actions. It sets out where we are now, where we want to go and how we are going to get there.

Everyone involved wants this plan to be not just about children and young people, but also for them – a document that they can read and understand, and that tells them what they can expect.

We have tried to make the plan easy for everyone to understand, but there is a glossary at the back, which explains some of the words and phrases used here that you might not know.

## **i. Welcome from the Chair of the Children and Young People's Partnership Board**

As chair of the Children and Young People's Board I am delighted to introduce the very first Children and Young People's Plan for Salford. The new requirement to produce one single plan to cover everything we do for children and young people in this City has been both a challenge and a great privilege.

In order to produce the plan, we had to find a new way of working so that all our partners (including children and young people and their families) were involved in deciding what was most important and agreeing the actions that need to take place. This hasn't always been straightforward, but has also resulted in some tremendous rewards. I hope you recognise some of the creative results of this work in our integrated plan.

A particular highlight of this has been the involvement of the children, young people and their parents and carers. At all stages groups of them have contributed to the development of the plan and their views and thoughts are included throughout this document.

Locality partnerships (groups of people who live and work in a particular area of Salford) have been extremely important in producing this plan and you should recognise the different needs and opinions of each locality in this document. These partnerships will carry on being important in delivering services to children, young people and their families. Their role (what they do and how they work) is described in this document along with the other decision- making structures, such as the Children and Young People's Partnership Board.

The launch of this plan signals a new start for us in Salford. This plan will help us to focus on making services work together better to improve results for children and young people, as required by the Children Act 2004 and "Every Child Matters" (government policy on how service for children and young people should work). In effect, nothing should be going on in Salford for children and young people that isn't based on the aims and actions in this document.

The challenge for us all now is to bring this wonderful plan to life. To make sure it doesn't lie on a shelf, but becomes a vital guide for us all in our daily work. I call upon you all to take up this challenge.

After all, our children and young people deserve nothing less



**John Warmisham**  
**Chair of the Children and Young People's Partnership Board**

## ii. Welcome from the Salford City Council's Strategic Director of Children's Services

As Director for Children's Services, I have the strategic responsibility for making sure that the outcomes for children and young people in Salford are good. You will already know that there are many reasons for us to celebrate. Most of our children achieve very positive outcomes and I am proud that Salford leads the way in a number of areas.

- We have one of the fastest growing rates of improvement at GCSE
- A three star Primary Care Trust
- Three star Social Services provision

However, there is still room for improvement and we are working together to make sure that **every** child matters.

This is the first time we have tried to explain in one single document what our priorities are for all children and young people across the city. We have done this by measuring how we are doing across the five key areas

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive contribution
- Achieve Economic Well Being

This information has helped us understand what needs to be improved. We have shown this information (or data) to a wide range of partners and involved them in the process of agreeing what is most important (our priorities) and what actions should be taken.

Most importantly we have involved children and young people in this decision-making and their views have helped shape this very first Children and Young People's Plan for Salford.

This plan provides us all with direction in our day-to-day work with children, young people and their families/carers. We need to use it to guide us in working out how we make the plan happen in our own organisation, service, setting, school or locality.

I look forward to seeing the plan being put into action in the year ahead, but most of all, I look forward to seeing that Every Child in Salford Matters.



**Jill Baker**  
**Strategic Director of Children's Services**

### iii. Welcome from the Children and Young People of Salford

It's great that we have been asked to introduce to you the very first Children and Young People's plan for Salford. We have been involved along with many other children and young people in producing the plan. So it really feels like our plan.

We have taken part in the discussions to agree the priorities and the actions. We have given our views on how we can measure whether the actions are having a positive impact on our lives. We've also said how we want to receive feedback in the progress of the plan.

We've had a big say in the layout and design of the plan. Many of the photographs and all the artwork included in the plan have been generated by Salford children and young people.

We have also advised on how to make sure the information held in this plan reaches the children and young people of Salford and how to make it attractive and interesting for them.

We hope you find it's a good read! More to the point we hope you use it in your everyday life to ensure that things improve for us, the children and young people of Salford

Thank you!

## 2 Introducing the Children and Young People's Plan

It is very important that we have a clear sense of direction and an understanding of the challenges we face in Salford across all communities, settings and services.

This plan aims to give that direction and to set out how the city will try to make sure that we improve the quality of life of our children and young people.

In developing the plan we started by reviewing the information we already had about the city and what we were focusing our energy on. We then talked about this information at a series of consultation events where people from the four Salford localities could give their views. Children and young people, parents and carers, elected members of the Council and a wide range of people who worked in the localities were invited to these events.

The views of many people who attended the events have been listened to and where possible included in producing the plan. We tried particularly hard to make sure we listened to the views of the children and young people.

These are some of the things that young people said:





### 3 Where are we now?

#### i. Introducing Salford

Salford is situated on the West of the Greater Manchester conurbation and covers an area of 37 square miles.

Did you know that: -

- There are around 216,400 people living in Salford.
- Of these, 55,763 (25%) are children and young people aged 0-19 years.
- The number of children under 4 is increasing and Salford's birth rate is expected to rise over the next few years, unlike in the rest of the country
- People living in Salford come from a wide range of cultures and the city has the second largest Orthodox Jewish Community in the country.
- 12.9% of children in Salford live in single parent households, compared to 9.6% across England and Wales.
- Unemployment in Salford has fallen steadily over the last 10 years, from 10.1% in 1995 to 3.7% in 2005.
- Salford has a higher than average proportion of local authority housing and a lower than average proportion of homeowners, meaning that more people live in housing provided by the council and less people own their home than in other areas.
- House prices in Salford have risen at a higher rate than the national average over the last 5 years.



Salford's Primary Care Trust (which provides health care services), police and Probation Services all cover the same area as Salford City Council, which makes it easier to work in partnership.

The City is divided into 8 Neighbourhood and 4 Locality Areas – Central, North, South and West. Each of them is putting together a partnership, which brings together community, voluntary and faith organisations with people who represent the council and its partner agencies. This is to make sure that local people (both adults and children and young people) have a say in the way that services are developed.

## ii. What do we know about the city and its localities

We have a clear ambition to improve the quality of life of all our children and young people by making sure that they are healthy, safe, enjoying and achieving, making a positive contribution and achieving economic well-being. We have used these five themes when developing this plan to focus on what needs to change.

First of all we need to establish what life is like now for children and young people in Salford. In this way we can identify what is needed and where action is most urgent.

We did this by finding out key information (data) about children and young people in the city and in each of our four localities. We then asked children and young people, parents, carers, families and staff in all the agencies about growing up in Salford, to see what they thought were most important.

We started by collecting the following information about each of Salford's localities →

|   | Central | North  | West   | South  |
|---|---------|--------|--------|--------|
| Number of children aged 0-19                              | 18,948  | 9,616  | 13,005 | 14,194 |
| % of children in Salford                                  | 34%     | 17%    | 23%    | 25%    |
| % of children entitled to free school meals               | 42%     | 19%    | 24%    | 25%    |
| % of children with statement of special educational needs | 3%      | 3%     | 1%     | 3%     |
| % from Black and Minority Ethnic Groups                   | 8%      | 2%     | 1%     | 4%     |
| Primary schools   | 31      | 11     | 21     | 20     |
| High schools  | 5       | 3      | 3      | 4      |
| Pupil referral units                                      | 3       | 0      | 0      | 1      |
| Special schools   | 1       | 1      | 0      | 2      |
| Hospital school   | 0       | 1      | 0      | 0      |
| Colleges  | 2       | 0      | 1      | 1      |
| Universities  | 1       | 0      | 0      | 0      |
| Number of children registered with a disability           | 131     | 77     | 103    | 135    |
| Number of GP practices                                    | 26      | 6      | 13     | 18     |
| Number of GPs   | 33      | 25     | 20     | 28     |
| Number of registered patients                             | 89,165  | 41,391 | 45,337 | 56,536 |
| Childminders  | 50      | 48     | 93     | 76     |
| Nurseries   | 23      | 3      | 8      | 9      |
| Out of school   | 15      | 8      | 14     | 13     |
| Play groups   | 10      | 5      | 6      | 6      |
| Crèches   | 8       | 1      | 1      | 0      |

We then looked at each of our five themes (being healthy, being safe, enjoying and achieving, making a positive contribution and economic well-being) to see what is happening in the whole of Salford and in each of our localities.

### iii. Being Healthy

We found in the City of Salford:

- The state of children's' teeth (their oral health), as measured by the number of decayed, missing or filled teeth is poor.
- There is some evidence to suggest that more children are becoming very overweight (obese).
- Conduct disorders and hyperactivity particularly amongst boys is a concern.
- The number of teenagers becoming pregnant (conceptions) and having babies is high.
- Because of the high take up of immunisations and vaccinations, there are relatively low rates of diseases like measles and whooping cough.
- People are concerned about the availability and use of alcohol and drugs.
- Low numbers of 5-16 year olds are admitted to hospitals for asthma, which shows that our primary care and community health services are effective in managing this condition.
- Our information suggests that the number of mothers who decide to breast-feed is low.
- Because of the high level of adult smoking, children are exposed to smoke, which has a negative effect on their health.

In the **Central** locality we found that health was a concern e.g:

- The number of 15-17 year olds becoming pregnant was the second highest in the city
- Take up of immunisations and vaccinations is the lowest in the city

In the **North** locality we found improvement in health e.g:

- Lowest teenage conception rates in the city
- Lowest use of the child and adolescent mental health service
- Highest rate of take-up of vaccinations and immunisations

In the **West** locality we found improvement in health e.g:

- Second lowest conception rates in the city
- Good take-up of vaccinations and immunisations

In the **South** locality health is an increasing concern:

- Highest number of pregnancies among 15-17 year olds in the city
- The number of 2 year olds being vaccinated is falling

## iv. Staying Safe

In the **Central** locality we found:

- 30% of the children and young people on the child protection register are from this area
- About a third of referrals to social services come from this locality
- 179 children and young people who come from this area are Looked After by the city
- 31 families offer foster care and there are 4 Children's Home (out of the 13 homes in the whole of Salford)

In the **North** locality we found:

- The lowest number of children on the child protection register
- The lowest number of children who are Looked After (24)
- There are 15 families offering foster care and 1 children's home

In the **West** locality we found:

- High numbers on the child protection register and high number of referrals to social workers
- 88 children and young people are Looked After by the city
- 35 families offer foster care and there are 3 children's homes

In the **South** locality we found:

- 26 children are on the child protection register
- 22% of referrals to social workers come from this area
- 138 children and young people are Looked After by the city
- 52 families offer foster care and there are 5 children's homes

We found in the City of Salford that:

- No child died but 10 children were seriously injured on our roads in the last two years. In 1999, 29 children were seriously injured.
- The number of children under 18 admitted to hospital for injuries is below the national average.
- We have relatively high numbers of children on our child protection register e.g. 119 in September 2005. Neglect is the main reason for children being on the register.
- 32% of children on the child protection register were registered because of concerns about them being affected by domestic violence
- The number of children and young people who are Looked After by the City has fallen, but we still have nearly 570
- Over 200 of those children and young people are Looked After outside Salford

## v. Enjoying and Achieving

We found in the City of Salford that:

- Salford enjoys a long tradition of good quality provision for younger children, such as playgroups.
- Key Stage 1 (7 year olds) outcomes remain strong and are in line with national averages. Key Stage 1 results in Salford are better than in similar areas.
- Key Stage 2 (11 year olds) results are good overall. In 2005, Salford was the second most improved authority in the country in English, third in Science and twenty-sixth in Mathematics.
- Outcomes in Key Stage 3 (14 year olds) have shown a marked improvement.
- In 2005, the number of students achieving 5+A\*-C grades at GCSE was the highest ever, and a great improvement on previous years.
- Looked After young people performed particularly well in 2005. 39% of those who entered for GCSEs achieved 5 or more A\*-C passes.
- Attendance at school is improving but still in 2004/05 over 10.8% of school days were missed in secondary schools.
- The majority of schools provide a very good education, but a small number still have serious weaknesses.

In the **Central** locality we found:

- KS2 results improved in 2005
- KS3 results improved but they are still significantly below the national and Salford averages
- Attendance at school for 2004/05 was 90.8%. This is significantly below the national average of 93.5%
- 91% of 15 year olds gained 1+A-G pass at GCSE
- 29% gained 5+A-C passes at GCSE

In the **North** locality we found:

- In the foundation profile all the children in this locality were achieving above the city average
- 2% of children speak more than one language. In Salford as a whole, 4% of children do so.
- KS3 results rose above the Salford and national average
- Attendance at school for 2004/05 was 92%. This was an improvement, but is still below the national average of 93.5%
- 94.5% of 15 year olds gained 1+A-G pass at GCSE
- 50.5% gained 5+A-C passes at GCSE

In the **West** locality we found:

- In the foundation profiles young children in Little Hulton and Walkden North wards scored well below the Salford average. In other wards it was well above
- Results in KS2 and KS3 improved and have risen above the Salford average
- Attendance at school in 2004/05 was 93%. This just below the national average and is the highest attendance in the city
- 97.7% of 15 year olds gained 1+A-G pass at GCSE
- 46.5% gained 5+A-C passes at GCSE

In the **South** locality we found:

- Results in KS2 and KS3 have improved, bringing them close to the Salford average
- Attendance at school for 2004/05 was 92.1%; this is still below the national average of 93.5%
- 98.6% of 15 year olds gained 1+A-G pass at GCSE
- 51.9% gained 5+A-C passes at GCSE

## vi. Making a positive contribution

In the **Central** Locality we found:

- In 2004/05 7 primary age and 25 secondary age young people were permanently excluded from school
- 250 days were lost to fixed term exclusions in the primary schools and 1,930 days in secondary schools
- 61 young people committed a first offence since April 2005. This is the highest number in any Salford locality.
- 12 young people were served an Anti-Social Behaviour Order (ASBO) in 2005
- There were 35 racially motivated incidents reported by schools in this locality

In the **North** locality we found:

- In 2004/05 2 primary age and 18 secondary age pupils were permanently excluded from school
  - 95 days in primary schools and 1,598 days in secondary schools were lost to fixed term exclusions
  - 33 young people committed their first offence
  - 3 young people were served an Anti-Social Behaviour Order (ASBO) in 2005
- There were 9 racially motivated incidents reported by schools in this locality

In the **West** locality we found:

- In 2004/05 5 primary age and 10 secondary age pupils were permanently excluded from school
  - 254 days in primary schools and 2,554 days in secondary schools were lost to fixed term exclusions
  - 40 young people committed their first offence
  - 6 young people were served an Anti-Social Behaviour Order (ASBO) in 2005
- There were 39 racially motivated incidents reported by schools in this locality

In the **South** locality we found:

- In 2004/05 2 primary age and 18 secondary age pupils were permanently excluded from school
- 188 days in primary schools and 2,048 in secondary schools were lost to fixed term exclusions
- 37 young people committed their first offence
- 5 young people were served an Anti-Social Behaviour Order (ASBO) in 2005
- There were 61 racially motivated incidents reported by schools in this locality

We found in the City of Salford that:

- While there are some good examples of involving children and young people in decision-making, there isn't yet an overall strategy for this.
- Looked After children and young people and those with learning difficulties or disabilities get the support they need to make a positive contribution
- Many children and young people volunteer in their community
- Behaviour is improving in Salford but it is still a concern. In 2004/05 16 primary age and 71 secondary age pupils were permanently excluded from school. This number has halved in 2005/06, but it is still too high
- In primary schools in 2004/05, children missed school for 787 days because they were excluded. In secondary schools, 8,130 days were lost.
- In 2004/05, 524 young people committed their first offence but these numbers are now falling. Salford has a range of anti-social behaviour provision, such as activities for young people at weekends
- Salford has a Youth Offending strategy, which is starting to work to prevent children and young people from committing first offences and lowering the number committing a second offence.
- There were 144 incidents reported in Salford schools that were racially motivated.



## vii. Achieving Economic Wellbeing

We found in the City of Salford that:

- Salford is the 12th most deprived authority in the country
- Within Salford, 8 areas are among the 1% most deprived areas in the country
- More childcare is available, including 45% more out-of-school day care settings. There are 470 places available per 1000 children under 5 and 200 specialised play scheme places for children with disabilities
- Salford has a 14-19 education and training strategy, and offers a wide range of learning and training opportunities
- There is a steady increase in the number of people involved in learning after the age of 16, from 72.5% in 2002 to 75.5% in 2004.
- The percentage of 16-18 year olds not in education, work or training has fallen from 17% in 2001 to 9.4% in 2004.
- Regeneration is at the heart of Salford's Community Plan and the City has promised to focus on services, activities and opportunities to support children and young people. For example, £1.7million has been used to build a state of the art young people's resource centre
- A range of services and support is in place for homeless young people, and. 27 young people have been successfully helped to return to their family home
- Housing is a key part of Salford's Community Strategy

In the **Central** locality we found:

- High levels of childcare provision; 45% of all available childcare places are in this area
- The wards with the highest number of young people not in education, employment and training are all in this area e.g. in July 2005, 226 16-18 year olds were not in education, employment or training

In the **North** locality we found:

- 17% of the available childcare places
- In July 2005, 74 16-18 year olds were not in education, employment and training

In the **West** locality we found:

- 20% of the available childcare places
- In July 2005, 98 16-18 year olds were not in education, employment and training

In the **South** locality we found:

- 22% of the available childcare places
- In July 2005, 140 16-18 year olds were not in education, employment and training

## 4 Outlining our vision and aims for the city and its localities

Having found out what the current situation is in Salford and in each of our localities, we then looked at where we want to go – what our aims are for Salford.

***"Our vision in Salford is to work together to create a healthy, safe, and enjoyable city; where all children and young people and their families and communities are valued. One where they can make a positive contribution & gain economic wellbeing whilst achieving their potential"***



## i. Being healthy

**As a city our overall aims are:**

- 1. Improving the physical health of children and young people by reducing the number who smoke and are very overweight (obese)**
- 2. Reducing the number of teenagers becoming pregnant and having children**
- 3. Reducing the use of alcohol and drugs by children and young people**
- 4. Improving the emotional and mental wellbeing of children and young people**

**We will know we have started to make a difference when:**

- Health indicators (measures of health such as the number of smokers or teenage pregnancies) for the children of Salford improve
- The number of people involved in health related activities increases
- We have positive views from children and young people, parents/carers and families
- All services and settings (places where services are delivered, like daycare centres) meet expected standards

### **Central**

People who work in the area want to focus on:

- Increasing language development
- Being able to use health services in different places
- Reducing the number of repeat pregnancies

The children and young people who live in the area want to focus on:

- Taking more exercise
- Eating more healthily

### **North**

People who work in the area want to focus on:

- Promoting healthy lifestyles through sports and other activities
- Continuing to reduce teenage pregnancies

The children and young people who live in the area want to focus on:

- Taking more exercise
- Eating more healthily

### **West**

People who work in the area want to focus on:

- Making it easier for people to use health services
- Promoting sexual health and an emotionally healthy lifestyle

The children and young people who live in the area want to focus on:

- Eating more healthily
- Taking more exercise for the mind and body

### **South**

People who work in the area want to focus on:

- Improving the health of minority groups
- Supporting teenagers on sexual health issues
- Increasing the emotional wellbeing of young people

The children and young people who live in the area want to focus on:

- Eating well
- Taking more exercise

## ii. Staying safe

**As a city we need to focus on:**

- 1. Increasing the number of families where children are supported to stay at home**
- 2. Increasing the number of Looked After children who are adopted**
- 3. Reducing the number of Looked After children living outside the Salford area**
- 4. Addressing the issue of neglect to reduce the number of children who are Looked After and those on the child protection register**

**We will know we have started to make a difference when:**

- Safeguarding indicators (like the number of Looked After children) improve for the children and young people
- We have positive views from children and young people, parents, carers and families
- All settings and services meet expected standard

### Central

People who work in the area want to focus on:

- Increasing the number of safe places for children and young people to meet
- Increasing the number of foster carers

The children and young people who live in the area want to focus on:

- Having more information about staying safe
- Introducing better traffic calming measures

### North

People who work in the area want to focus on:

- Increasing the number of foster carers

The children and young people who live in the area want to focus on:

- Having more safe places to meet
- Telling all the children and young people in the area to avoid dangerous places, don't talk to strangers and always let people know where you are

### West

People who work in the area want to focus on:

- Reducing the impact of drug abuse on the level of domestic violence

The children and young people who live in the area want to focus on:

- Increasing the number of pupil mentors
- Providing free smoke alarms for everyone
- Telling people to wear reflective clothing

### South

People who work in the area want to focus on:

- Reducing the number of Looked After children and young people living outside the city.

The children and young people who live in the area want to focus on:

- Improving road safety
- Encouraging children and young people to look after each other

### iii. Enjoying and achieving

**As a city we need to focus on:**

- 1. Improving school attendance, especially by vulnerable children and young people**
- 2. Improving results at Key Stage 3 and 4, especially for vulnerable children and young people**
- 3. Improving the quality of those schools with weaknesses**

**We will know we have started to make a difference when:**

- Enjoy and Achieve indicators (such as school attendance and KS3 and 4 results) improve
- The number of children and young people involved in activities at school and outside school increases
- We have positive views from children and young people, parents/carers and families
- All settings and services meet expected standards

#### Central

People who work in the area want to focus on:

- Improving results for children from minority groups
- Putting more emphasis on enjoyment

The children and young people who live in the area want to focus on:

- Asking teachers to make lessons more fun and learning more lively.
- They believe that you must work hard to get a good job.

#### North

People who work in the area want to focus on:

- Building on the good practice that already exists

The children and young people who live in the area want to focus on:

- Stopping bullying
- They believe that young people should work hard at school, have hobbies and interests and belong to a club

#### West

People who work in the area want to focus on:

- Developing the idea of a learning community with more of a focus on enjoyment

The children and young people who live in the area want to focus on:

- Doing more for those in need
- Providing more physical activities

#### South

People who work in the area want to focus on:

- Developing better transition arrangements between schools
- Increasing the range of outside school activities

The children and young people who live in the area want to focus on:

- Making lessons to be more enjoyable
- Having access to a wider range of out of school activities

## vi. Making a positive contribution

### As a city we need to focus on:

- 1. Reducing anti-social behaviour and the number of children excluded from school**
- 2. Involve children and young people more in Salford by working together in partnership better**

### We will know we have started to make a difference when:

- Contribution indicators (like the number of school exclusions) improve
- More children and young people are taking part in partnership activities
- The number of children excluded from school is reduced
- There is less anti-social behaviour
- We have positive views of children and young people, parents, carers and families
- All settings and services meeting expected standards

#### Central

People who work in the area want to focus on:

- Extending social and leisure services
- Developing a greater understanding about racial incidents

The children and young people who live in the area want to focus on:

- Highlighting the importance of caring for the environment and donating to charities

#### North

People who work in the area want to focus on:

- Reducing school exclusions
- Extending buddying arrangements for all children and young people
- Making more opportunities for children and young people to be involved in school councils

The children and young people who live in the area want to focus on:

- Reducing racism
- Increasing the number of people who recycle their rubbish

#### West

People who work in the area want to focus on:

- Extending the range of outside school activities
- Reducing access to alcohol

The children and young people who live in the area want to focus on:

- Contributing more to school councils and charities

#### South

The people who work in the area want to focus on:

- Extending the range of positive activities in the localities

The children and young people who live in the area want to focus on:

- Donating to charities
- Making more use of school councils

## v. Achieving economic wellbeing in Salford

**As a city we need to focus on:**

- 1. Putting the national childcare strategy into practice to make more places available**
- 2. Increasing the number of young people taking part in further education (after the age of 16), employment or training**
- 3. Making sure that there are appropriate pathways (learning and training opportunities) available for all young people aged 14-19**
- 4. Making sure that all young people up to the age of 19 have the support to achieve qualifications to the best of their ability and that a significant number achieve at least 5A\*-C passes at GCSE (known as a Level 2 qualification)**

**We will know we have started to make a difference when:**

- Economic wellbeing indicators (like the number of young people in education, employment or training) improve
- More people are taking part in relevant activities, like work-based training
- We have positive views from young people, parents/carers and families
- All settings and services meet expected standards

### Central

People who work in the area want to focus on:

- Increasing the number of young people in education, employment and training
- Identifying the housing needs of young people

The children and young people who live in the area want to focus on:

- Helping the “needy” more
- Encouraging children and young people to save

### North

People who work in the area want to focus on:

- Increasing the learning opportunities available to families

The children and young people who live in the area want to focus on:

- Encouraging other children and young people to save and not waste money

### West

People who work in the area want to focus on:

- Attracting new businesses to the area to create more jobs
- Improving housing

The children and young people who live in the area want to focus on:

- Providing cheaper housing and cheaper food

### South

The people who work in the area want to focus on:

- Promoting accredited education and training to vulnerable groups

The children and young people who live in the area want to focus on:

- Getting help in choosing the right career

## vi. Improving partnership working

To help us achieve our aims for Salford, we will work in partnership to deliver services for children and young people. To help us do this, there are actions we need to take to make our partnership work and bring our services together.

### **Governance**

#### **As Partners, we need to focus on:**

- Making sure that we work together effectively in partnership at all levels, in planning and organising as well as delivering services.

#### **We will know we have started to make a difference when:**

- Outcomes (like being healthy and staying safe) for children and young people in Salford have improved
- We have services and settings (places where services are delivered) that are high quality, offer what people need and are easy to use
- Children and young people, parents, carers and families believe that their voices are heard and influence how services are developed in Salford
- There is a decision making framework which all partners have agreed

## **Strategic Management**

### **As Partners, we need to focus on:**

- Strategy (how we plan to do things)
- Make sure that our management structures work together so that we have a single, coordinated approach to:
- Systems (the processes through which we provide services)
- Service Delivery (how services are provided)
- Accountability (how we take responsibility for our services)

### **We will know we have started to make a difference when:**

- Outcomes (like being healthy and staying safe) for children and young people have improved
- We have services and settings (places where services are delivered) that are high quality, offer what people need and are easy to use
- When partners (like the police, Probation Service and Primary Care Trust) believe their voices are heard in how services are planned and provided
- We have effective management networks at the top level for planning services

## **Strategy and Planning**

### **As Partners we need to focus on:**

1. Pulling together all our strategies into a single Children and Young People's Plan.
2. Making this a Plan that communicates our vision, the priorities we have agreed and our integrated action plan.

### **We will know we have started to make a difference when:**

- Outcomes (like being healthy and staying safe) for children and young people have improved
- We have services and settings (places where services are delivered) that are high quality, offer what people need and are easy to use
- All agencies are working together to achieve one shared vision
- We have a Children and Young People's Plan that is easy to use and understand, and is available to everyone affected by the plan (including partner agencies, children and young people, parents, carers and families)

## **Systems and Processes**

### **As Partners we need to focus on:**

1. Developing one set of systems and processes that work together and put children, young people and families at the centre of everything we do



### **We will know we have started to make a difference when:**

- Outcomes (like being healthy and staying safe) for children and young people have improved
- We have services and settings (places where services are delivered) that are high quality, offer what people need and are easy to use
- We have one set of systems and processes that work together
- Those systems and procedures have passed the test of being: equitable (fair), efficient, excellent, effective and economic (value for money)

## **Settings and Services**

### **As Partners we need to focus on:**

1. Ensuring we deliver high quality services and settings that work together, are effective and available to everyone
2. Ensure services are relevant to the City of Salford and its communities.

### **We will know we have started to make a difference when:**

- Outcomes (like being healthy and staying safe) for children and young people have improved
- We have high quality services and settings that work together, are effective and available to everyone
- The settings and services have passed the test of being equitable (fair), efficient, excellent, effective and economic (value for money)
- We see improvements in services for parents and carers that enable them to better support the children and young people in their care.

## 5 How are we going to get there?

### i. Guiding principles

To achieve our vision for Salford, we have agreed to introduce a set of general principles; these explain how we should do things when delivering services for children and young people.

We will:

1. Work in partnership with children and young people and their parents and carers
2. All work in partnership to share information, resources and make services work together
3. Know and understand the needs, hopes and ambitions of children and young people and their parents / carers
4. Match our services to the needs of children and young people
5. Deliver our services close to where children and young people live and make sure everyone can reach them and use them
6. Support the development of everyone's self-confidence and self-esteem by making sure they have the:
  - Tools to do the job
  - Knowledge, understanding and skills to do the job
  - Checks to know if they are doing a good job
7. Keep asking "are we making a difference?" and listening to the replies

## ii. From vision to reality

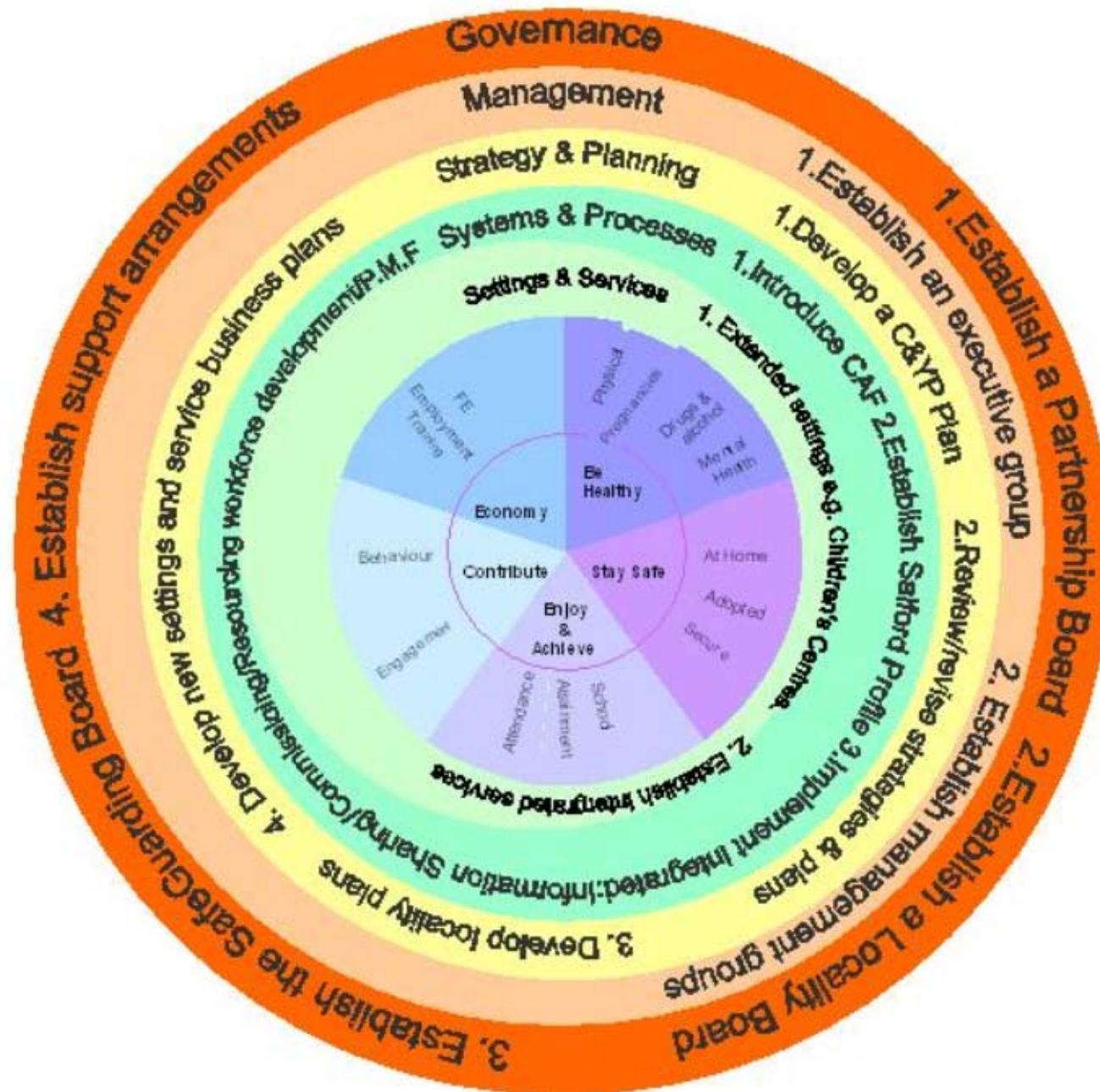
The Children Act became law in November 2004 and it means big changes for everyone involved in supporting or delivering services to children, young people and their families. The requirements of the Act will bring about the biggest changes we have seen for many decades. This is true for every local authority and its partners up and down the country and we will see much more integration (bringing together) of services as a result.

In Salford, we have already begun to put some of these changes into practice. Through this plan we hope that partners will understand our achievements so far and the challenges that lie ahead.

This diagram is used nationally to summarise what partners need to do in order to deliver improved outcomes (like being healthy and staying safe) for children, young people and their families.



We have used this diagram and adapted it to Salford to help us understand our achievements and challenges and provide a framework for the future.



Clearly, the most important part of this diagram is the 'bull's-eye', which represents achieving our aims. The majority of this plan is about improving outcomes for children and young people. This section shows the link between the priorities we need to focus on and the general action we intend to take to improve our practice:

### **iii What WE MUST focus on in the city and its localities?**

We have tried to describe in one diagram the areas of need we must focus on. The diagram shows the priorities for the city as a whole and what children and young people and others want to focus on at a locality level

### **iv Being Healthy**

#### **We agreed we need to prioritise action to:**

1. Improve the physical health of children and young people of Salford
2. Improve the emotional and mental wellbeing of children and young people in Salford
3. Reduce the number of teenage pregnancies and conceptions.
4. Reduce the number of children and young people using tobacco, alcohol and drugs.
5. Tackle health inequalities by ensuring fair and equal treatment for all families.

#### **As Partners we have agreed to focus on the following actions:**

- Reduce inequalities between different groups by targeting smoking
- Extend after school activities
- Review how easy it is to use our sports and leisure activities
- Provide support on emotional issues at an earlier stage
- Support health professionals to work in a flexible and responsive way
- Provide health services close to the communities
- Contribute to the production of joint commissioning and information sharing
- Support the development of integrated teams to improve health
- Improve children's health and wellbeing by focusing on universal and preventative services (services that apply to everyone and help stop people becoming sick)

## **v. Staying Safe**

### **We agreed we need to prioritise action to:**

1. Increase the number of families where children are supported at home
2. Increase the number of Looked After Children who are adopted
3. Decrease the number of Looked After Children living outside the City
4. Address the issues of neglect for those on the child protection register

### **As Partners we have agreed to focus on the following actions:**

- Develop 4 multi-disciplinary Locality Teams
- Develop a multi-disciplinary service for Looked After Children
- Develop a multi-disciplinary service for Child Protection
- Develop training for staff in settings (places where services are delivered) on issues like domestic abuse
- Appoint an officer to track and monitor children and young people's access to services, especially education
- Review and revise existing strategies such as housing and road traffic safety
- Establish a Local Safeguarding Children's Board
- Develop a safeguarding policy, strategy and action plan
- Ensure that safeguarding is part of commissioning and information sharing

## Vi. Enjoying and Achieving

### **We agreed we need to prioritise action to:**

1. Improve school attendance
2. Improve attainment at ages 14 and 16
3. Improve the quality of those schools with weaknesses

### **As Partners we have agreed to focus on the following actions:**

- Improve our school buildings through the primary review and Building Schools for the Future
- Increase the number of children's centres and schools offering extended services
- Develop 4 Locality Teams to provide support to staff in schools
- Develop 4 Locality Teams to provide support to pupils and families
- Extend our services to school governors
- Extend our services to parents and carers
- Review our existing strategies to make sure our priorities are right
- Revise the school strategic management groups
- Ensure that "enjoy and achieve" is part of commissioning and information management
- Increase the range of opportunities for play and recreation
- Create a way of measuring whether children and young people are enjoying life in Salford



## vii. Making a Positive Contribution

### **We agreed we need to prioritise action to:**

1. Extend our partnership working with children and young people
2. Reduce school exclusions and anti-social behaviour

### **As Partners we have agreed to focus on the following actions:**

- Appoint specific staff to work in partnership with children and young people
- Extend the role of school councils
- Establish forums for children and young people such as a Young People's Scrutiny Group
- Extend the role of children and young people within Community Committees
- Increase the number of children and young people participating in community activities.
- Extend the children and young people buddy and mentoring systems in schools.
- Develop a plan to make sure Salford has a coordinated approach to working in partnership with children and young people



## **viii. Achieving Economic Wellbeing**

### **We agreed we need to prioritise action to:**

1. Increase the number of children and young people engaging in further education, training or employment
2. Extend the range of available childcare places
3. Making sure that there are appropriate pathways to further education, training and employment for all young people aged between 14 and 19
4. Ensuring that all young people up to the age of 19 have the support to achieve qualifications to the best of their ability and that a significant proportion achieve at least 5A\*-C passes at GCSE (a Level 2 qualification)

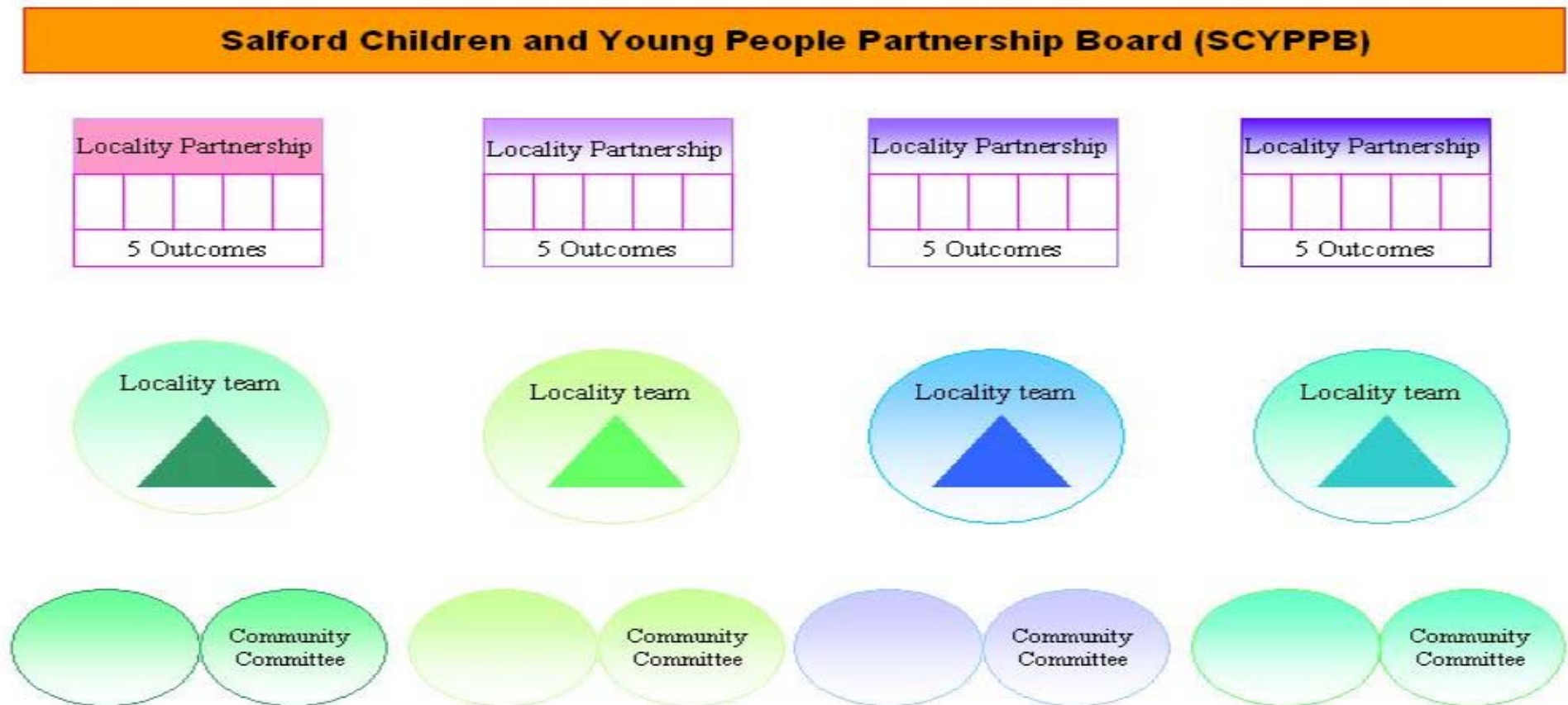
### **As Partners we have agreed to focus on the following actions:**

- Develop a directory of activities and courses
- Extend vocational opportunities
- Provide financial management training to young people
- Review the housing needs of children and young people
- Extend the links with the business community
- Establish a revised 13-19 strategic management group
- Review the 14-19 strategy
- Ensure “achieving economic wellbeing” is part of commissioning and information sharing

### ix. Achieving the aims through partnership

To make sure that we achieve our aims for the future, we have to look at the way we deliver services now to see how we can do better. The Children Act will bring about huge changes for all Local Authorities and their partners, and we need to understand where Salford is up to in introducing these key changes.

The following diagram helps to illustrate our new decision making structure.



This decision making structure will oversee the outcomes for children and young people in Salford. For the first time, all partners will be responsible for these outcomes and will use this plan to make them happen.

The first services that reflect these new structures will be those currently provided by the council. Over time they will be complemented by more staff from outside the Council working in Locality Teams.

## **Governance**

As Partners we have agreed to focus on the following actions:

- Establish a Children and Young People's Partnership Board
- Involve children and young people, parents, carers and families in the Board
- Establish network forums for children and young people, parents, carers and families to support those who are members of city wide boards
- Establish arrangements to support Board members
- Establish the Local Safeguarding Children's Board
- Establish 4 locality partnerships covering all the communities of Salford
- Establish management groups in the areas of age (e.g. early years), vulnerable groups (e.g. special educational needs and disability) and systems (e.g. workforce reform)
- Each partner to work out what level of power should be given over to the Children and Young People's Partnership Board

## **Strategic Management**

As Partners we have agreed to focus on the following actions:

- Follow joint strategic (high level) priorities
- Establish a Children and Young People's Partnership Board Executive Group
- Review strategic management groups to ensure there is multi-agency action
- Establish support arrangements to the strategic management groups
- Establish accountability arrangements which clearly shows which outcomes these strategic management groups are responsible for
- Establish the Local Safeguarding Children's Board
- Establish reporting systems between agencies, strategic management groups and the Partnership Board

## Strategy and Planning

As Partners we have agreed to focus on the following actions:

- Produce a Children and Young People's Plan which demonstrates our joint understanding of the needs and aspirations of the children and young people of Salford and our shared roles and responsibilities
- Produce the Children and Young People's Plan in different formats (e.g. wall chart)
- Establish procedures to review the implementation of the Children and Young People's Plan
- Develop a range of specific policies / strategies and action plans which support the Children and Young People's Plan, including locality implementation plans
- Produce a diagram which demonstrates the link between the Children and Young People's Plan and the specific plans
- Establish new / revised agency and service business plans
- Determine the total spend on children and young people in Salford (added)

## Systems and Processes

As Partners we have agreed to focus on the following actions:

- Develop a communication system between partners
- All partners to provide information on the needs of children and young people in Salford
- Develop our information sharing procedure
- Implement arrangements for integrated working, including the Common Assessment Framework and Lead Practitioner
- Establish an integrated resources framework for pooling resources
- Establish joint commissioning arrangements
- Develop a joint agency training and development strategy
- Develop an integrated workforce planning strategy
- Integrate our performance management procedures

## **Settings and Services**

As Partners we have agreed to focus on the following actions:

- Continue to improve the quality of all universal services such as schools and colleges
- Each agency to make adjustments to respond to joint priorities
- Improve access to seamless services for the under-5's
- Extend the range of early interventions e.g. in the area of emotional and mental health
- Establish the multi-disciplinary Locality Teams
- Establish the multi-disciplinary disability services
- Extend the integrated working of specialist services such as courts and child protection
- Establish the working arrangements of the Local Safeguarding Children's Board
- Continue to develop the quality of all services

## 6 Explaining the Partnership

### i. Children's Services Directorate

To help us make the changes in this plan, one of the key elements of change has been the appointment of Jill Baker as Strategic Director for Children's Services. We have also put Education and children's Social Care Services together to form the Children's Services Directorate. Each of the other key statutory and voluntary partners are in the process of working through how they best link with the new arrangements.

### ii. Salford Children and Young People's Partnership Board

Creating a Children and Young People's Partnership Board is a big step on the journey to integrating services and making them work together. This Partnership Board including all our key partners and will become even more important as we develop better services for children, young people and their families. We are developing partnership working arrangements, where we work with other organisations and put our budgets together to deliver better services (like the City Council working with the Primary Care Trust to offer young people improved health care), and the Board will supervise this.

- Salford Children and Young People's Partnership Board (SCYPP) is a whole new way of organising and delivering services to children, young people and families in the City. It is the way in which Salford will implement the Children Act 2004 and will be the governing body for what the government calls a Children's Trust.
- The SCYPP is to improve the wellbeing of all children and young people in Salford, by providing high level leadership and direction for all children's services. SCYPP will achieve this by coordinating health care, social care and educational support services to children from before birth to nineteen years of age so that services work together, are delivered when they are needed and are user friendly. These services are currently delivered by separate organisations such as Community & Social Services, The Primary Care Trust (NHS), Education and Leisure Services, the Learning and Skills Council, the voluntary sector etc.
- All the organisations working with children and young people in the City have joint goals and targets, which we will be working together to achieve through the SCYPP.
- SCYPP will be bringing together the money and resources currently held by a number of different organisations and planning ('commissioning') services with these jointly. This will involve making sure the money is spent effectively and that the services are making a difference to families.

- Right at the heart of Salford Children and Young People's Partnership is a commitment to involving children and young people in designing services for the future. The best services for children and young people are the ones that actively involve them and their families. In this way, policies and services can be designed to reflect individual needs. We want this to be the norm. The SCYPP is committed to seeking out the voices of children and young people and providing services that show that they have been listened to.
- Children, young people and families are an important part of the Salford Children and Young People's Partnership so that they can work with top decision makers in the City. children and young people will be involved at many other levels of decision-making as well. In particular, we know that if children feel good about themselves and feel valued by adults and communities they are more likely to be able to fulfil their potential. This is at the heart of our vision for integrated children's services in Salford.
- Our aim is to include this approach in the work of those planning and delivering public services for children and young people at every level, throughout Salford. In putting together this plan, we have asked the opinions of the many agencies that deliver services to vulnerable children and young people. Our main focus, however, has been to improve the way we talk to the children and young people who use the services.
- The Salford Children and Young People's Partnership is still in the process of being developed, but the agencies involved are discussing what the structure should look like.
- The Partnership builds on a range of previous partnership boards, we recognise these had their strengths but now is the time to review and reorganise how decisions are made.

### iii. Locality Partnerships

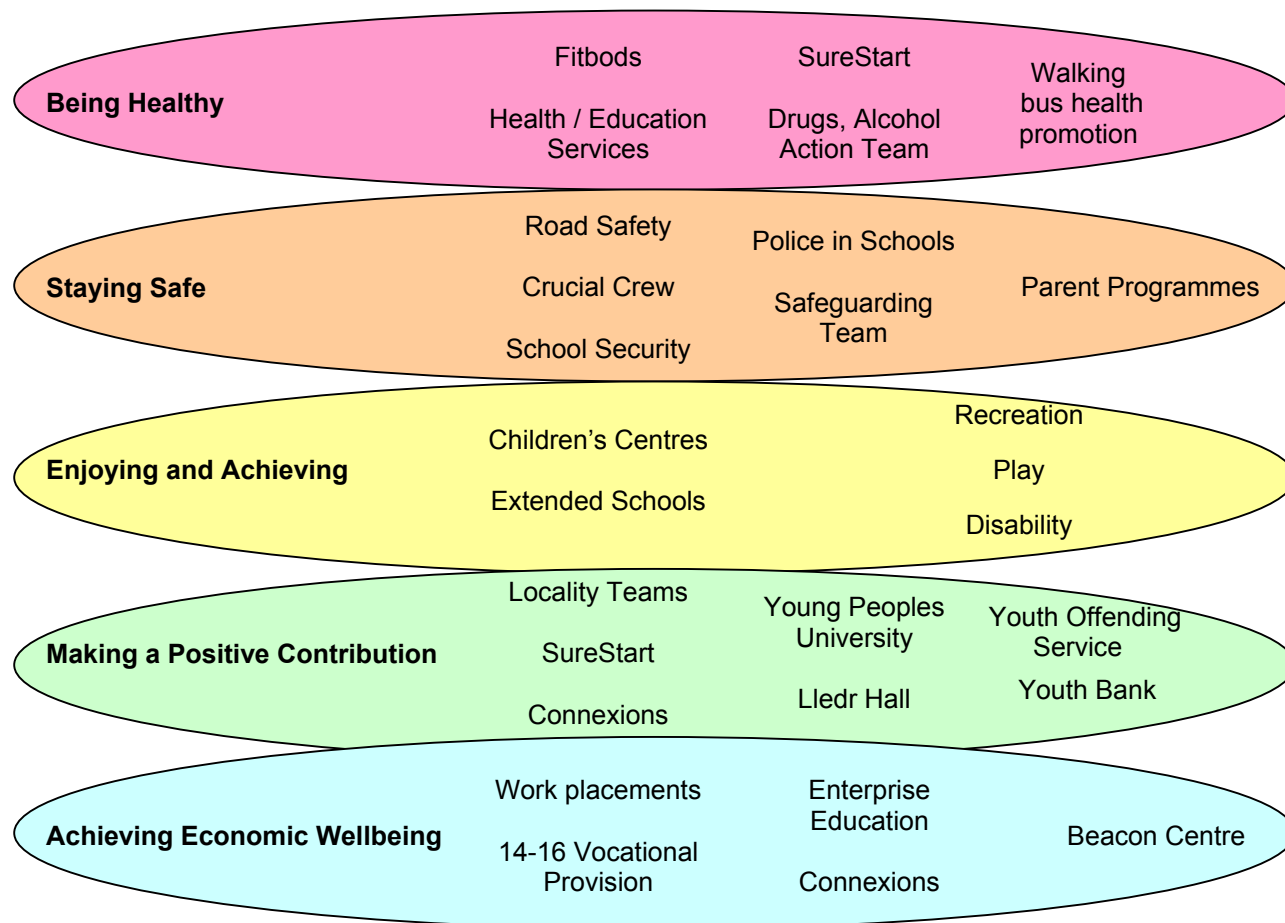
- The Children and Young People's Partnership Board is supported by the locality partnerships that are currently being developed. These locality partnerships bring together all the key players, including children, young people and their families and carers. In establishing this way of working a series of locality events have been held throughout 2005/6. These events have been important in bringing partners together to agree the priorities within this plan. Obviously, the locality partnerships will be crucial in making the actions we have agreed happen.
- In the future, there will be Locality Partnership Boards to supervise the locality partnerships. The Locality Partnerships Boards will then report to the Children and Young People's Partnership Board. This is like having a number of form teachers, who have a Head of Year in charge of them; the Head of Year reports to the Head teacher.
- Within the locality partnerships the locality teams will play an important part in delivering preventative services through early intervention (e.g. offering buddying services to children before they are bullied to help stop bullying happening).
- Whilst the council has made progress in establishing a Children Services Directorate, other Partners are still thinking about how the new locality arrangements will change how they deliver services.



## 7 Pooling resources to achieve our aims

Each of the statutory (government-funded) members of the Children and Young People's Partnership Board has a budget to carry out its role and reach its ambitions. The budgets of some of the partners are just for children and young people such as Children's Services Directorate, Youth Offending Service and Connexions. Other partners such as the Primary Care Trust, Learning and Skills Council and the Police spend their budget on both young people and adults.

The agencies already pool their resources to provide services such as the Youth Offending Service and services to reduce teenage pregnancies and other areas such as:



The total amount spent on children and young people is well over £200 million. The Partnership Board will support the continued joining or pooling of resources and budgets.

We will make sure the money is spent on the right things by linking the priorities in the Plan (such as supporting children and young people with emotional and mental health difficulties) to where money is spent

We will make sure we get value for our money by:

- Making sure we have quality settings and services whoever provides them
- Making sure the services make a difference in improving the quality of life of the children and young people of Salford
- Carrying out a value for money self-assessment on services, which compares cost and quality against other authorities

We will look after the money by:

- Having spending plans for all services
- Monitoring the spending plans every month
- Always asking managers if the money is being spent in the right way
- Having managers who are accountable (responsible) for the budgets
- Establishing joint performance management arrangements which will include asking children and young people and their families if services give value for money

## 8 City wide action - Links to other plans

For our first Children and Young People's Plan we have tried to ensure that it supports the priorities and actions within the plans we already have, e.g.



Now that we have a single Children and Young People's Plan, not all of these other plans will be updated, because they are covered by the main Plan.

In the future we will ensure that city plans reflect the priorities and action in the Children and Young People's Plan. The following diagram shows the link between the Children and Young People's plan and other city plans:



Supporting the Children and Young People's Plan will be a range of more detailed and specific policies / strategies and action plans which will focus on:

- Locality Plans
- Health and Wellbeing strategy
- Age group plans e.g. 13-19
- Strategies and plans for specific vulnerable groups of young people, e.g. those who are Looked After and those affected by domestic violence
- Agency business plans

## 9 Monitoring and review

We will always ask the question “so what”? – Is the quality of life improving for children and young people in Salford? A plan in itself will not achieve anything. It is important therefore that we put monitoring (checking) systems in place:

### **What will we monitor?**

We will check our progress against identified aims for children and young people, as specified in the “Outlining our vision and aims for the city and its localities” section.

### **When will we monitor?**

Every 3 months we will ask the question. “ So, What are the outcomes for children and young people?” and “Are our services improving?”.

Each service will consider what improvements have been made, this will give an overall view of each directorate and agency.

The Partnership Board will then have a view of what improvements are been made for all children and young people.

We will use the same system to consider if we are making a difference at a specific point every year.

### **How will we monitor?**

We will monitor our progress by:

- Reviewing our performance information
- Asking the views of children and young people, parents, carers and families
- Tracking the progress of children and young people
- Visiting the communities of Salford
- Assessing the quality of our services against national and local standards

## **What will we do with our findings?**

We will communicate our findings to:

- Members of the Children and Young People's Partnership Board
- Children and young people
- The community
- Staff within the services
- Senior managers
- Elected members of the Council

These findings will be used to:

- Review the Children and Young People's Plan
- Review and change associated plans
- Feedback on improvements to partner organisations

## 10 Final thought

Thank you for reading our very first Salford Children and Young People's Plan.

We know that plans aren't normally something to get excited about but we hope that you enjoyed reading this one!

We have certainly enjoyed being involved in its production and we look forward to being part of its implementation in the months ahead.

It would be a great pity if this plan gathered dust on your shelf with all the others! We want to give you a challenge on behalf of all the children and young people of Salford to make this a living, working document that guides you in your daily work.

By doing this you will be doing your bit to **'Make the Salford heart beat strong'**

How can you refuse us?

*The children and young people of Salford*



## Glossary

### **Aim**

A target, or goal; something you work towards achieving

### **Average**

The normal level or amount of something. An average is often used to compare one area or group to another, such as comparing the average number of pupils who achieved 5 A\*-C passes at GCSE in different schools. If your school is above the average, that means pupils are doing better than at other schools.

### **Budget**

The amount of money available to spend on something, such as a service.

### **Indicators**

A measure used to see how well something is performing. For example, if we want to know how good children's dental health is in Salford, we could measure how many children have missing or filled teeth. We often need more than one indicator to measure something – there is no one measurement we could make to say whether children are enjoying life in Salford.

### **Integrated/integration**

Bringing together. When services are integrated, they are joined together to make them easier to use. For example, an integrated careers service would be able to give you information and advice on any career.

### **Objectives**

Similar to an aim, an objective is a goal you try to achieve.

### **Locality**

One of the four areas of Salford (Central, North, South and West)

### **Locality partnership**

A group of people who live, work and provide services in a particular locality, who understand what that area is like and what it needs.

**Multi-disciplinary team**

A discipline is a speciality or field of knowledge; for example, a doctor's discipline is medicine. A multi-disciplinary team includes people who know about different areas, so a multi-disciplinary health team could include doctors, nurses, dentists and opticians.

**Outcomes**

A result or end product, usually linked to an aim; an outcome is often a final result, that you might take lots of actions to achieve. In this plan "Being healthy in Salford" and "Staying safe in Salford" are outcomes – by setting aims and taking actions, we hope to improve those outcomes i.e. make children in Salford healthier and safer.

**Partner**

Someone you work with to achieve something. In this plan, partners are agencies who work with the city Council, like the police, Primary Care Trust and Connections; children and young people are also partners in this plan.

**Partnership**

An arrangement where you work with partners to achieve something you all want. In this plan, the Salford Children and Young People's Partnership Board will pull together the partnership of the Council and all their partners, who are working together to improve the quality of life for children in Salford.

**Pledge**

A promise or agreement to do something.

**Priorities**

Our most important concerns or issues. There are lots of things we might like to have or do, but some are always more important than others (like being safe and having enough to eat) and we need to take care of these first.

**Strategy/strategic**

A master plan of how to do achieve an objective. Often a strategy is a high level plan that may not include every tiny thing that needs to be done, but gives the direction of how to achieve the aim. For example, a strategic plan for improving the quality of life of the children in Salford might say, "We will involve children and young people in developing service", but not spell out how children will be included. There will usually be a more detailed action plan under the strategy that sets out how everything in the strategy will be achieved.