Salford City Council

Children & Young People's Plan

February 2006

Draft 4

Every Child Matters **IN Salford**

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"Make the Salford Heart Beat Strong"

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Children & Young People's Plan

February 2006

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Welcome to the Children & Young People's Plan

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 strategic plan to cover everything we do for children and young people in this City has been both a challenge and an immense privilege.

In order to produce the plan, a whole new process has had to be established so that all partners have been involved in identifying the priorities and agreeing the actions that need to take place. This has been a huge challenge but has also reaped 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 participation 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 captured throughout this document.

The locality partnerships have been the main vehicle for the production of this plan and you should recognise the individual flavour of the localities throughout this document.
The partnerships will continue to be a major player in the delivery of services to children, young people and their families. Their role is described in this document along with the other decision- making structures.

The launch of this plan signals a new departure for us in Salford. The integration of services to deliver improved outcomes for children and young people as required by the Children Act 2004 and every Child Matters is given a focus by this single strategic document. In effect, nothing should be going on in Salford for children and young people that can't be referenced back to this document.

The challenge for us all now is to bring this wonderful plan to life. To ensure 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 Board

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“Pledge to the Children and Young People”

As a Child or Young Person living in the City of Salford you are entitled to:

•Feel invested in and valued by Salford and be given opportunities to become a successful part of your community

•Have your voice heard, your ideas listened to and take your place in decision making

•Clear routes to let us know if things are going well or badly for you

•Where there are things which can’t be done, be given full explanation of the reasons for this

•Easy to find information and advice about all services for children and young people

•Places where you can meet and learn and a wide range of challenging activities that are easy to reach, welcoming and safe

•Well trained staff who treat all young people with respect and work closely with each other to ensure your support, protection and safety

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As Director for Children's Services, I have the strategic responsibility for ensuring that the outcomes for children and young people in Salford are good. You will be aware that there are many reasons for us to celebrate. The majority of our children achieve very positive outcomes and I am proud that Salford leads the way in a number of respects.

We have one of the fastest growing rates of improvement at GCSE
The highest take-up of immunisation and vaccinations nationally
A three star Primary Care Trust
Three star Social Services provision

However, there is still room for improvement and we are working together to ensure 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 looking at the indicators across the five outcomes

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

The data has given us a view on what outcomes need to be improved. We have presented this data to a wide range of partners and involved them in the process of agreeing the priorities and the associated actions.

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 strategic guidance in our day-to-day work with children, young people and their families/carers. We need to use it to guide us in our own implementation plans for our organisation, service, setting, school or locality.

I look forward to seeing the plan being put into action in the year ahead. Most of all, I look forward to seeing Every Child Matter in Salford.

Jill Baker
Strategic Director of Children's Services

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Developing the Children and Young People's Plan

It is vital that we have a clear sense of direction and understanding of the challenges we face as a city across all communities, settings and services.

The Salford Plan seeks to provide that direction and in so doing describe how the city will strive to ensure 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 intervention at a services of consultation event based on the four Salford localities. Children and young people, parents and carers, elected members and a wide range of people who worked in the localities were invited to the events.

The views of many people who attended the events have been listened to and where possible included in its production. A specific priority was to ensure we listened to the views of the children and young people.

These are some of the things the young people said:

"Learn to be happy about ourselves"

"Give us more choice"

"Stop making promises you can't keep"

We should be giving to charity and helping people in need

We need to learn about saving and how to stay out of debt

Groups contributing to the Children & Young People's Plan include:

Children and young people Parents and carers Salford Constabulary Local Probation Board Youth Offending Team Local Safeguarding Children Board Drug Action Team Primary Care Trust	Connexions Learning and Skills Council Voluntary and community sector organisations Schools Dioceses Cultural, sport and play organisations

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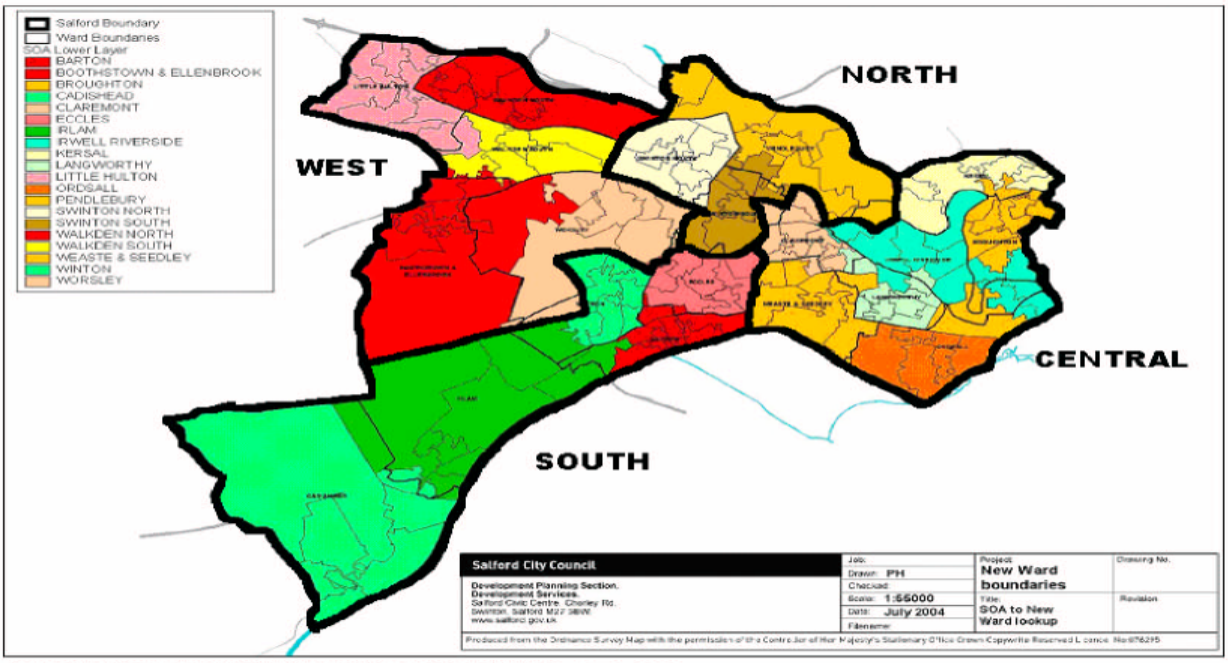
Did you know?

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

Some facts you may be surprised to know about Salford are that it has: -

- 18 square miles of countryside and parks;
- 6 waterways;
- 30 miles of rivers and canals;
- 112 ponds and lakes.
- Britain's largest inland waterway;
- a world-class arts and theatre complex attracting over 1 million visitors a year;
- A potential world heritage site (the Bridgewater Canal at Worsley);
- The North West's first 5 star hotel;
- one of the world's first public lending libraries;
- A Super League Rugby Club;
- a leading UK University;
- the UK venue for the Triathlon World Cup;
- 3 ghosts !!!

The City is divided into 8 Neighbourhood and 4 Locality Areas



MAP OF SALFORD 2004 WARDS BY LOCALITY AREAS – FEB 2006

each is developing partnerships which brings together community, voluntary and faith organisations with representatives from the council and its partner agencies to ensure that local people, both adults and children and young people, have a say in the way that services are developed.

Partnership working in Salford is helped by the fact that the Primary Care Trust and the Police and Probation services cover the same localities as the council.

£ The total budget for the city council for 2005/2006 was £310 million of which around £168 million will be spent on children's services.

Did you know that:-

- There are around 216,400 people living in Salford.
- Of these, 53.900 (25%) are children and young people aged 0-19 years.
- In the last 10 years Salford's population has fallen by about 5%.
- However, the number of children under 4 is increasing and Salford's birth rate is predicted to rise over the next few years which is contrary to the national trend.
- Compared to the rest of the country, Salford has a relatively small but diverse black and ethnic minority community. They account for about 3.9% of the total population.
- Although the proportion of the population from minority ethnic groups is relatively low, the City reflects a range of cultural diversity, including the second largest Orthodox Jewish Community in the country
- Salford has an above average proportion of children living in single parent households with a rate of 12.9% compared to 9.6% for 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.
- House prices in Salford have risen at a higher rate than the national average over the last 5 years.
- Property values in Salford increased by over 100% between 2000 and 2004.
- The average house price in Salford is now £123,010

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What we know about our localities

We collected information about each of our localities:

Central Locality Partnership

- The population of 0-19 year olds is 18,948 (which is 34% of the total young people population in the City)
- 42% of the children and young people in this locality are entitled to free school meals. This is much higher than the Salford average
- 3% of the young people have a statement of special educational needs. This is the same as the Salford average
- 8% of the young people are from Black and Minority Ethnic Groups. This is the highest figure in any of the four locality partnerships
- In this locality there are:
    - 31 primary schools
    - 5 high schools
    - 3 pupil referral units
    - 1 special school
    - 113 children are registered with a disability
    - 26 General Practitioner Practices with 28 GP's and a list of 59,344 patients
- Childcare is available as follows:
    - 50 childminders
    - 23 nurseries
    - 15 out of school
    - 10 play groups
    - 8 crèche

North Locality Partnership

- The population of 0-19 year olds is 9.616 (which is 17% of the total young people population in the City)
- 19% of the children and young people in this locality are entitled to free school meals. This is much lower than the Salford average
- 3% of the young people have a statement of special educational needs.
- 2% of the young people are from Black and Minority Ethnic Groups. This is half the Salford average
- In this locality there are:
    - 11 primary schools
    - 3 high schools
    - 1 special school
    - 1 hospital school
    - 77 children are registered with a disability
    - 6 General Practitioner Practices with 25 GP's and a list of 41,391 patients
- Childcare is available as follows:
    - 48 childminders
    - 3 nurseries
    - 8 out of school
    - 5 play groups
    - 1 crèche

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West Locality Partnership

- The population of 0-19 year olds is 13,005 (which is 23% of the total young people population in the City)

- 24% of the children and young people in this locality are entitled to free school meals. This is less than the Salford average

- 1% of the young people have a statement of special educational needs. This is the lowest figure for all the locality partnerships

- 1% of the young people are from Black and Minority Ethnic Groups. This is the lowest figure for all the locality partnerships

- In this locality there are:
    - 21 primary schools
    - 3 high schools
    - 103 children are registered with a disability
    - 13 General Practitioner Practices with 20 GP's and a list of 45,337 patients

- Childcare is available as follows:
    - 93 childminders
    - 8 nurseries
    - 14 out of school
    - 6 play groups
    - 1 crèche

South Locality Partnership

- The population of 0-19 year olds is 14,194 (which is 25% of the overall young people population in the City)

- 25% of the children and young people in this locality are entitled to free school meals.

- 3% of the young people have a statement of special educational needs.

- 4% of the young people are from Black and Minority Ethnic Groups.

- In this locality there are:
    - 20 primary schools
    - 4 high schools
    - 2 special school
    - 1 pupil referral units
    - 135 children are registered with a disability
    - 18 General Practitioner Practices with 28 GP's and a list of 56,536 patients

- Childcare is available as follows:
    - 76 childminders
    - 9 nurseries
    - 13 out of school
    - 6 play groups

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Vision and Values

Our vision is to work together to make Salford a healthy, safe and fun place where children and young people can make a positive contribution and achieve success.

Values and Principles

In Salford we have agreed to introduce a range of general strategies:

1. Work in partnership with children and young people and parents and carers

2. Everyone to work in partnership to share information, resources and integrate provision

3. Know and understand the needs and aspiration of the children and young people and their parents / carers

4. Match our provision to the needs of the children and young people

5. Deliver our provision close to where the Children and Young People live and ensure it is accessible and inclusive

6. Support the development of everyone's self-confidence and self-esteem by ensuring 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

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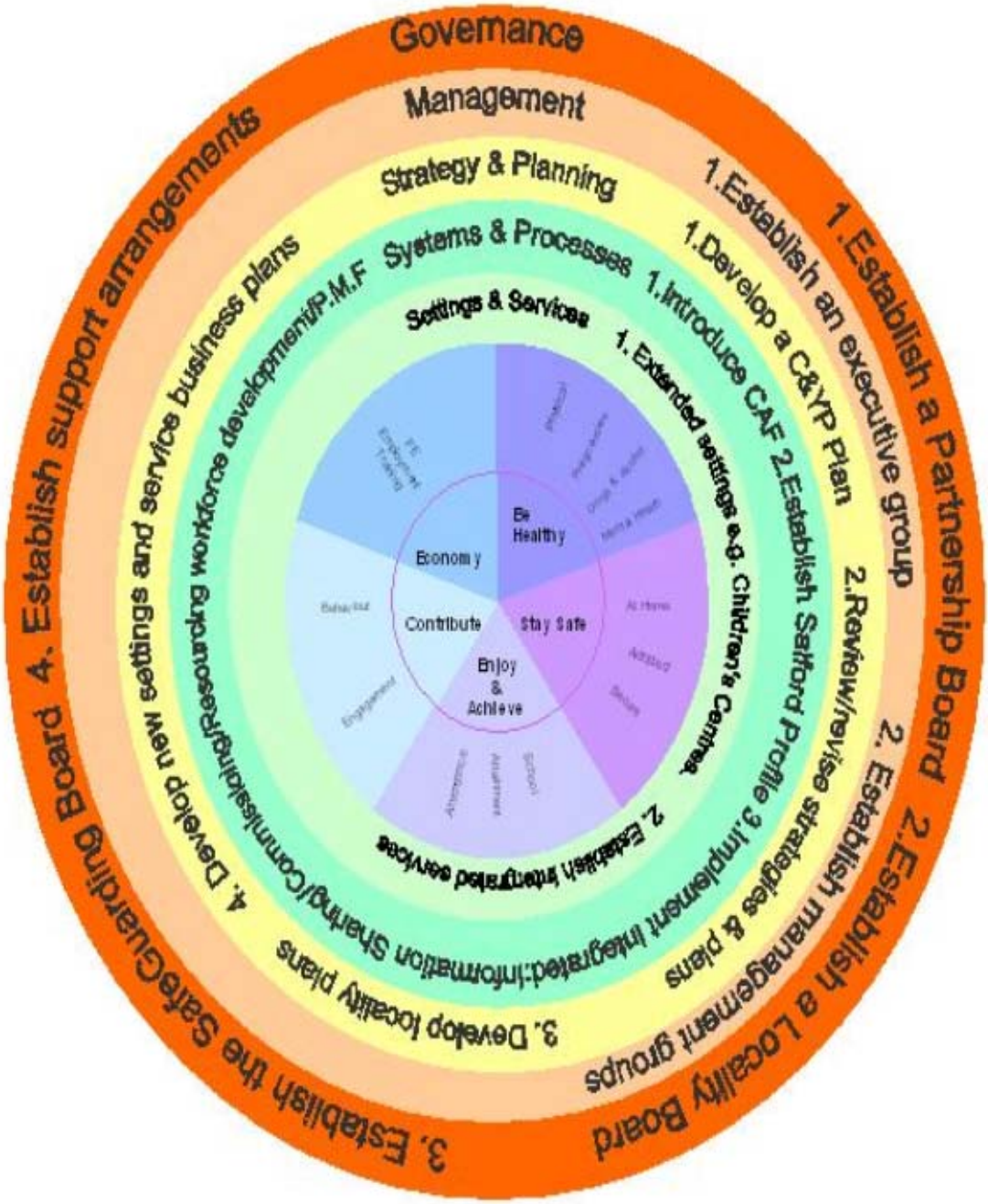
So where are we up to in implementing the vision?

The Children Act was passed in November 2004 and it has immense implications 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 of services as a result.

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

The following diagram is used nationally to summarise what partners need to do in order to deliver improved outcomes for children, young people and their families.

In Salford, we have used this diagram and customised it to help us understand our achievements and challenges and provide a framework for our developments.



Clearly, the most important part of this diagram is the 'bull's-eye' and the majority of this plan is devoted to the issue of improving outcomes for children and young people.

However, in ensuring that outcomes are improved then the structures and systems need to be addressed. The changes that the Children Act will bring about for all Local Authorities and their partners are far reaching, and it is important to understand where Salford is up to in introducing these key changes.

Children's Services Directorate

One of the key elements of change for Salford has come through the appointment of a Strategic Director for Children's Services, Jill Baker and the development of a Children's Services Directorate, which merges together Education and Social Care Services for children.

The total budget for the city council for 2005/2006 was £310 million of which

Children and Young People's Partnership Board

The establishment of a Children and Young People's Partnership Board is a major development on the journey to integration. This Partnership Board will take on increasing significance as we develop better services for children, young people and their families. Its membership is wide ranging and covers all key partners. The Board will oversee the development of partnership working arrangements where budgets are pooled and services commissioned to deliver high quality provision. Further detail on the working of the Board is included in section… page???

Locality Partnerships

- The Children and Young People's Partnership Board is underpinned by the developing locality partnerships. These locality partnerships bring together all the key players, including the children, young people and their families and carers themselves. In establishing this way of working a series of locality events have been held throughout 2005/6. These events have been instrumental in bringing

partners together to agree the priorities within this plan. Obviously, the developing partnerships will be crucial in delivering the associated actions.

- In the future the Locality Partnership Boards will oversee the locality partnerships and they in turn will report to the Children and Young People's Partnership Board.

- Within the locality partnerships the locality teams will play an important part in delivering preventative services through early intervention.

- This decision making structure is underpinned by the Community Committees. This is a very important element of the structure as it gives further opportunities for communities to be engaged in improving outcomes.

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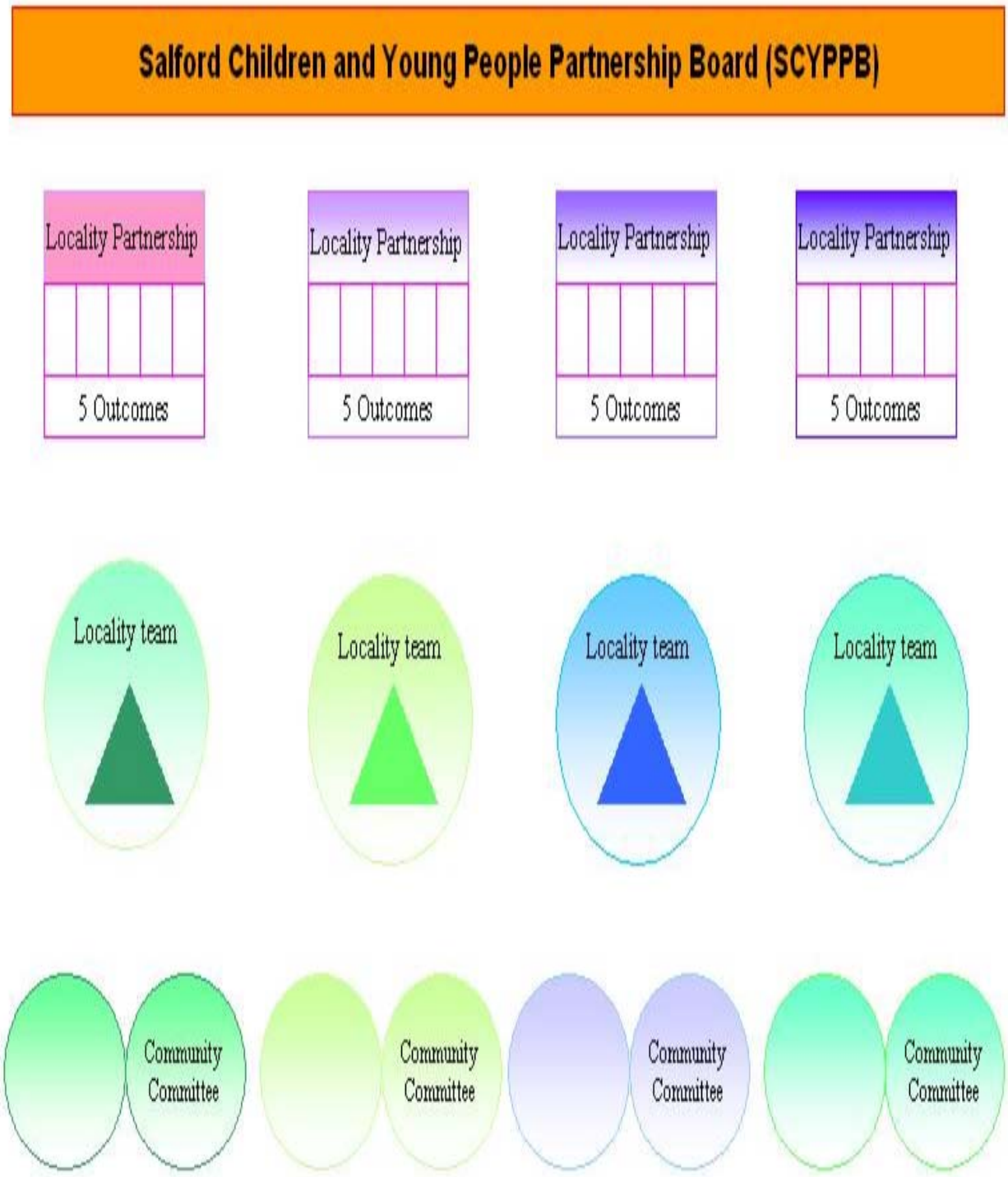
The following diagram helps to illustrate this decision making structure.

This decision making structure will oversee the outcomes for children and young people in Salford. For the first time, these are being considered as the joint responsibility of all partners and this plan is a vehicle for the delivery of these shared outcomes.



Delivery the vision through the Partnership

Salford Children and Young People's Partnership Board

- Salford Children and Young People's Partnership Board 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 well being of all children and young people in Salford, by providing strategic 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 in a timely, seamless and user friendly way. These services are currently delivered by separate organisations such as Community & Social Services, The Primary Care Trust (NHS), Education and Leisure Services, the voluntary sector etc.

- All the organisations working with Children and Young People in the City have common 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') 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 engage 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.

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- Children, young people and carers 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 embed this approach into 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 sought the opinions of the many agencies that deliver services to vulnerable children and young people. Our main emphasis, 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 have agreed what the structure should look like.

- The Partnership is represented by all key agencies working with children and young people. Its work is supported by a range of successful partnership arrangements, which include: Sure Start, primary, secondary and special schools' partnership, Healthy Schools, Integrated Children's Disability Team, Youth Offending Team, Domestic Violence, Teen Pregnancy, Young People's Support Service, and the 14-19 Learning Partnership.

- Sub groups of the Salford Children and Young People's Partnership will be identified to lead specific outcomes.

- These groups will be subject to review as work on the partnership business, developments in the Children's Services Directorate and any resulting changes to the partnership structure merge during 2006. In the meantime, the performance against the priorities in this plan will be monitored by the Salford Children and Young People's Partnership, with reports on progress taken by the appropriate partnership group. Progress will also need to be systematically reported to children, young people and their families in Salford.

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Living IN Salford

What do we know and what do we need to focus on

First of all we need to establish what life is like for children and young people in Salford.

In this way we can identify patterns of need and areas that we should prioritise for action.

Any early task for us was to identify 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 and carers and staff in all the agencies what did we know about growing up in Salford.

Let us look at each of the outcome areas in turn to get a greater clarity of the action we need to focus on.

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Being Healthy IN Salford

We found in the City of Salford:

- Low birth weight babies is higher than national averages
- Oral health, as measured by the number of dental cavities is high
- Surveys show that the levels of overweight children is growing
- Conduct, disorder and hyperactivity particularly amongst boys is a growing concern
- The number of teenage pregnancies is high
- The take up of immunisations and vaccinations is now very good which is reducing measles and whooping cough
- There is concern about the availability and use of alcohol and drugs
- Fall in admissions to hospitals for asthma amongst 5-16 year olds are now reflecting our effective prevention activities
- Since 2002 65 children have died in Salford – 38 of these were less than 1 year old

As a city we need to focus on:

1. **Improving the physical health of children and young people by reducing obesity and smoking**
2. **Reduce the number of teenage pregnancies**
3. **Reduce the involvement of children and young people in alcohol and drugs**
4. **Improve the emotional and mental wellbeing of the children and young people**

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In the **Central** Locality we found: that health was a concern e.g: • The number of conceptions for 15-17 year olds was the second highest area • The take up of immunisations and vaccinations is the lowest in the city	People who work in the area want to focus on: • Speech and communication development • Looking at alternative health provision • Reducing the number of repeat pregnancies The Children and Young People who live in the area want to focus on: • More exercise • Healthy eating
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	People who work in the area want to focus on: • Promoting healthy lifestyles through sports and other activities • Continue to reduce teenage pregnancies The Children and Young People who live in the area want to focus on: • Taking more exercise • Eating more healthily
In the **West** locality we found improvement in health e.g: • Second lowest conception rates of the four localities • Good take-up of vaccinations and immunisations	People who work in the area want to: • Improve access to health provision • Promote sexual health and an emotionally healthy lifestyle The Children and Young People who live in the area want to: • Eat healthier food and • Take more exercise for the mind and body
In the **South** locality health is an increasing concern: • Highest number of 15-17 conceptions in the city • Reducing vaccination rates for 2 year olds	People who work in the area want to improve: • The health of minority groups • Support teenagers on sexual health issues • Emotional wellbeing of the young people The Children and Young People who live in the area want to eat well and get more exercise

Staying Safe IN Salford

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 it was 29)
- Admission to Hospital for injuries to under 18's is below national averages
- We have relatively high numbers on our child protection register e.g. 119 in September 2005. Neglect is the main reason for registration on the register
- 32% of children on the child protection register were registered because of concerns about their exposure to 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 our young people are Looked After outside Salford

As a city we need to focus on:

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

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In the **Central** Locality we found: • 30% of the Children and Young People on the child protection register are from this area • About a ⅓ of referrals to social services are from this locality • 179 Children and Young People who come from this area are Looked After • 31 families offer foster care and there are 4 Children's Home (13 homes in the whole of Salford)	People who work in the area want: • An increase in the number of safe places for Children and Young People to meet • An increase in the number of foster carers The Children and Young People who live in the area would like more information about staying safe and better traffic calming
In the **North** locality we found: • The lowest number on the child protection register • The lowest number (24) who are Looked After • There are 15 families offering foster care and 1 children's home	People who work in the area are keen to increase the number of foster carers The Children and Young People would like to have more safe places to meet and that all the Children and Young People in the area – avoid dangerous places, don't talk to strangers and always let people know where you are
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 • 35 families offer foster care and there are 3 children's homes	People who work in the area would like to reduce the impact of drug abuse on the level of domestic violence The Children and Young People would like an increase in pupil mentors, free smoke alarms for everyone and people to wear reflective clothing
In the **South** locality we found: • 26 children are on the child protection register • 22% of referrals to social workers are from this area • 138 Children and Young People are Looked After • 52 families offer foster care and there are 5 children's homes	People who work in the area are keen to reduce the number of Looked After Children and Young People living outside the city. The Children and Young People would like to improve road safety and encourage Children and Young People to look after each other

Enjoying and Achieving IN Salford

We found in the City of Salford that:

- Salford enjoys a long tradition of good quality early years provision
- Key Stage 1 (7 year olds) outcomes remain strong and are in line with national averages and above similar areas
- Key Stage 2 (11 year olds) is 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, GCSEs (5+A*-C grades) reached record levels and was a great improvement on previous years
- Looked After young people performed particularly well in 2005 with 39% of those who entered for GCSEs achieved 5 or more good passes (A*-C)
- Attendance at school is improving but still in 2004/05 over 10.8% absence days were missed in secondary schools
- The majority of schools provide a very good education for the Children and Young People but a small number still have serious weaknesses
- Over 3,000 Children and Young People regularly take part in organised music and performing arts activities across the city including high profile performances at The Lowry
- The percentage of school leavers going to full time education was 62.8%, those going into further learning post was 77.4% and those going into work based learning was 14.6%

As a city we need to focus on:

1. **Improving attendance, especially for vulnerable Children and Young People**
2. **Improving attainment at Key Stage 3 and 4, especially for vulnerable Children and Young People**
3. **Improving the quality of those schools with weaknesses**

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In the **Central** Locality we found: • KS2 results rose 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% which is significantly below the national average 93.5% • 91% of 15 year olds gained 1+A-G • 29% gained 5+A-C	People who work in the area would like to focus on minority groups and put more emphasis on enjoyment The Children and Young People want teachers to make lessons more fun and learning more lively. They believe that you must work hard to get a good job
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 have an additional language. This is half the overall Salford rate • KS3 results rose above the Salford and national average • Attendance at school for 2004/05 was 92% although this was an improvement it is still below the national average of 93.5% • 94.5% of 15 year olds gained 1+A-G • 50.5% gained 5+A-C	People who work in the area want to build on the good practice that already exists The Children and Young People want to stop bullying and believe that young people should work hard at school and have hobbies and interests and belong to a club
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 for 2004/05 is 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 • 46.5% gained 5+A-C	People who work in the west want to develop the idea of a learning community with more of a focus on enjoyment The Children and Young People believe we should do more for those in need and provide more physical activities
In the **South** locality we found: • Results in KS2 and KS3 improved taking them close to the Salford average • Attendance at school for 2004/05 was 92.1% this remains below the national average of 93.5% • 98.6% of 15 year olds gained 1*A-G • 51.9% gained 5+A-C	People who work would like to develop better transition arrangements and increase the range of outside school activities The Children and Young People would like lessons to be more enjoyable and have access to a wider range of out of school activities

Making a Positive Contribution IN Salford

We found in the City of Salford that:

- There are a range of good examples of participation of Children and Young People in decision making but the overall coordinated strategy is not yet complete
- Looked After Children and Young People and those with learning difficulties or disabilities are supported to make a positive contribution
- Many Children and Young People are involved in some form of voluntary work in the 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 has halved in 2005/06 but it is still too many
- IN 2004/05 there were 787 days lost to fixed term exclusions in the primary sector. In secondary schools the number of days lost to fixed term exclusions was 8,130
- Salford has a range of anti-social behaviour provision. In 2004/05 524 young people committed their first offence but these numbers are now reducing
- There is a Youth Offending strategy in Salford which is beginning to have a positive impact on preventing offending and reducing re-offending
- 144 reported racially motivated incidents in schools

As a city we need to focus on:

1. **Reducing anti-social behaviour and the number of school exclusions**
2. **Extend the engagement of Children and Young People by providing a more coordinated approach to partnership working**

Draft 4

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 the secondary sector • 61 young people committed a first offence since April 2005. This is the highest number from all the localities • 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	People who work in the area want to extend social and leisure provision and have a greater understanding about racial incidents The Children and Young People of the area want to highlight the importance of caring for the environment and donating to charities
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 and 1598 days in secondary 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	People who work in the area want to: • Reduce school exclusions • Extend buddying arrangements for all Children and Young People • Make more opportunities for Children and Young People to participate in school councils The Children and Young People don't want people to be racist but would like people to recycle their rubbish
In the **West** locality we found: • 5 primary age and 10 secondary age pupils were permanently excluded from school • 254 days in primary and 2554 days in secondary 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	People who work in the area want to extend the range of outside school activities but reduce access to alcohol The Children and Young People want to contribute more to school councils and charities
In the **South** locality we found: • 2 primary and 18 secondary age pupils were permanently excluded • 188 days in primary and 2048 in secondary 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	The people who work in the area want to extend the range of positive activities in the localities The Children and Young People want people to donate to charities and make greater use of school councils

Achieving Economic Wellbeing IN Salford

We found in the City of Salford that:

- Salford is the 12th most deprived authority in the country
- Within Salford, 8 areas fall into the 1% most deprived areas in the country
- Childcare continues to expand e.g. 45% more out-of-school day care settings. There are 470 places available per 100 children under 5 and 200 play scheme places for children with disabilities
- There is a 14-19 education and training strategy with a wide range of provision
- There is a steady improvement in participation in post 16 learning –72.5% in 2002 to 75.5% in 2004
- There is a downward trend in the percentage of 16-18 year olds not in education, employment and training – from 17% in 2001 to 9.4% in 2004
- Regeneration is at the core of Salford's Community Plan and the City has pledged to focus on services, activities and opportunities to support Children and Young People e.g. £1.7million used to build a state of the art young people's resource centre
- A range of provision is in place for homeless young people e.g. 27 young people have been successfully reintegrated back into their family home
- Housing is a key part of Salford's Housing Strategy

As a city we need to focus on:

1. **Implementing the national childcare strategy to extend available places**
2. **Increase the number of young people engaging in further education, employment or training**

Draft 4

In the **Central** Locality we found: • Has good 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	People who work in the area would like to increase the number of young people in education, employment and training They would also like to identify the range of housing needs of the young people The Children and Young People want us to help the "needy" more and encourage Children and Young People to save
In the **North** locality we found: • The area has 17% of the available childcare places • In July 2005 74 16-18 year olds were not in education, employment and training	People who work in the area would like to increase the range of family learning The Children and Young People want to encourage other Children and Young People to save and not waste money
In the **West** locality we found: • 20% of the childcare places • 98 16-18 year olds were not in education, employment and training	People who work in the area would like to see the attraction of new businesses to generate employment and improved housing The Children and Young People would like cheaper housing and cheaper food
In the **South** locality we found: • 22% of the childcare places • 140 16-18 year olds were not in education, employment and training	The people who work in the area would like to promote access of vulnerable groups to accredited education and training The Children and Young People want help in choosing the right career

What we must focus on

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

Draft 4

Improving outcomes for the Children & Young People of Salford

Draft 4

From Priority to Improved Practice

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:

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 of Salford
3. Reduce the number of teenage pregnancies
4. Reduce the number of Children and Young People involved in alcohol and drugs

As Partners we have agreed to start the following actions:

- Target specific groups on issues such as smoking
- Extend after school activities
- Review the accessibility of our sports and leisure activities
- Provide support on emotional issues at an earlier stage
- Attach health professionals to the locality teams
- Place health provision close to the communities
- Establish a multi-agency strategic management group to coordinate health provision
- Develop a health promotion policy, strategy and action plan
- Ensure health is an integral part of commissioning and information sharing

We will know we have started to make an impact when:

- Health indicators for the adults of Salford improve
- Participation rates in health related activities increase
- We have positive views from Children and Young People and parents/carers
- Settings and services meet expected standards

Draft 4

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 in outside the City
4. Address the issues of neglect for those on the child protection register

As Partners we have agreed to start 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 on issues such as domestic abuse
- Appoint an officer to track and monitor Children and Young People's access to provision especially education
- Review and revise existing strategies such as housing and road traffic safety
- Establish a Safeguarding Board
- Develop a safeguarding policy, strategy and action plan
- Ensure that safeguarding is part of commissioning and information sharing

We will know we have started to make an impact when:

- Safeguarding indicators improve for the Children and Young People
- We have positive views from Children and Young People and parents
- Settings and services meet expected standard

Draft 4

Enjoying and Achieving

We agreed we need to prioritise action to:

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

As Partners we have agreed to start the following actions:

- Improve our schools through the primary review and Building Schools for the Future
- Increase the number of Children's Centres and Extended Schools
- 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 e.g. attendance
- Revise the school strategic management groups
- Ensure that enjoy and achieve is an element of commissioning and information management

We will know we have started to make an impact when:

- Enjoy and Achieve indicators improve
- Participation rates – schools and outside school activities - increase
- We have positive views from Children and Young People and parents/carers
- Settings and services meet expected standards

Draft 4

Making a Positive Contribution

We agreed that 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 start 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 Persons 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 ensure Salford has a coordinated approach to working in partnership with Children and Young People
- Implement the new Behaviour Strategy
- Review the anti-social behaviour strategy
- Ensure that positive contribution is part of commissioning and information management

We will know we have started to make an impact when:

- Contribution indicators improve
- Increased participation in partnership activities
- Reduction in exclusions
- Reduction in anti-social behaviour
- We have positive views of Children and Young People and parents
- Settings and services meeting expected standards

Draft

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

As Partners we have agreed to start the following actions:

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

We will know we have started to make an impact when:

- Economic wellbeing indicators improve
- There is an increase in participation in relevant activities
- Positive views of young people and parents/carers are given
- Settings and services meet expected standards

Draft 4

Improving our contribution to the outcomes

Draft 4

Governance

We agreed we need to prioritise action to:

1. Ensure we had effective partnership working at a strategic level

As partners we have agreed to start the following actions:

- Establish a Children and Young People Partnership Board
- Involve Children and Young People and parents and carers in the Board
- Establish network forums for Children and Young People and parents and carers to support those who are members of city wide boards
- Establish Board support arrangements
- Establish the Safeguarding Board
- Establish 4 Locality Boards linked to the eight community committees
- Establish strategic management groups in the areas of age (e.g. early years), vulnerable groups (such as special educational needs and disability) and systems (e.g. workforce reform)

We will know we have started to make an impact when:

- The outcomes for Children and Young People in Salford have improved
- We have established relevant, accessible quality settings and services
- Children and Young People, parent and carers believe that their voices are heard and influence the development of provision in Salford

Draft

Strategic Management

We agreed we need to prioritise action to:

1. Ensure that we have integrated management which will ensure we have a coordinated approach to:

- Strategy
- Systems
- Service Delivery
- Accountability

As partners we have agreed to start the following actions:

- Establish a Children and Young People Partnership Board Executive Group
- Establish strategic management groups to ensure there is a multi-agency action
- Establish support arrangements to the strategic management groups
- Establish accountability arrangements which clearly shows which outcomes these groups are responsible for
- Establish the Safeguarding Board
- Establish reporting systems between agencies, strategic management groups and the Partnership Board

We will know we have started to make an impact when:

- The outcomes for Children and Young People have improved
- We have established relevant, accessible, quality settings and services
- When partners believe their voices are heard in the development of strategy and provision
- We have established effective strategic management networks

Draft 4

Strategy and Planning

We agreed we need to prioritise action to:

1. Which aligns all our strategies within a single Children and Young People Plan.

2. A Plan which communicates our vision, agreed priorities and our integrated action.

As partners we have agreed to start the following actions:

- Produce a Children and Young People Plan which demonstrates our common 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 Plan in different format e.g. wall chart

- Establish procedures to review the implementation of the Children and Young People Plan

- Develop a range of specific policies / strategies and action plans which supports the Children and Young People Plan in the following areas:

    1. Locality Plans e.g. West Locality
    2. Age group plans, e.g. 13-19 Plan
    3. Vulnerable groups, e.g. Children and Young People affected by domestic abuse
    4. Cross-cutting plans, e.g. attendance at school
    5. Other statutory plans, e.g. Youth Justice Plan
    6. Enabling strategies, e.g. working in partnership with Children and Young People

- 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

We will know we have started to make an impact when:

- The outcomes for Children and Young People in Salford have improved

- We have established relevant, accessible, quality settings and services

- All agency work is complimentary and aligned to the shared vision

- We have an accessible useable Children and Young People Plan which is available to all relevant stakeholders

DRAFT

Systems and Processes

We agreed we need to prioritise action to:

1. Develop integrated systems and processes. These processes will place the child or young person and family at the centre of our action.

As partners we have agreed to start 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 further our information sharing procedure
- Implement the Common Assessment Framework
- 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

We will know we have started to make an impact when:

- The outcomes for Children and Young People in Salford have improved
- We have established relevant, accessible, quality settings and services
- We have established integrated systems and processes
- The systems and procedures have passed the test of being: equitable, efficient, excellent, effective and economic

Draft A

Settings and Services

We agreed we need to prioritise action to:

1. Ensure we deliver inclusive, quality, effective, integrated settings and services.

2. Services which are relevant to the City of Salford and its communities.

As partners we have agreed to start the following actions:

- Improve the quality of all universal services such as schools
- Each agency to continue to develop their own organisations e.g. complete the development of the Children's Services Directorate
- Establish the multi-disciplinary SureStart service
- 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 Safeguarding Board
- Continue to develop all services such as the Youth Offending Service
- Align all services to the 4 Salford Localities

We will know we have started to make an impact when:

- The outcomes for Children and Young People in Salford have improved
- We have established relevant, accessible, quality integrated settings and services
- The settings and services have passed the test of being equitable, efficient, excellent, effective and economic

Draft 4

Bringing Resources together to Achieve the Outcomes

Each of the statutory members of the Children and Young People Partnership Board has a budget to fulfil 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 the funds on both young people and adults.

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

In total we spend over £200 million on the Children and Young People of Salford. The Board will support the continued joining or pooling of 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.

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

- Making sure we have quality settings and services whoever provides them
- The services have an impact on 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

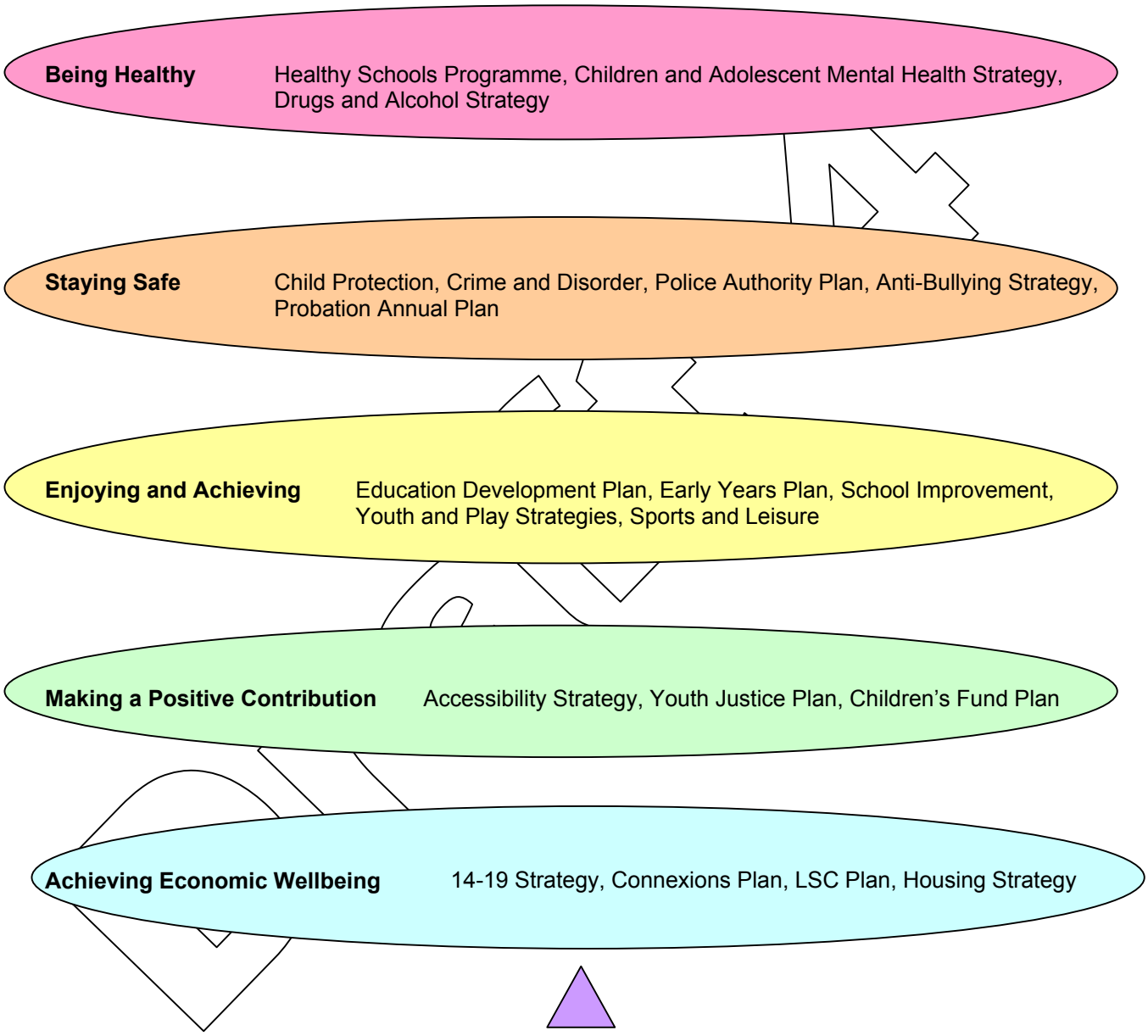
We will look after the money by:

- 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 for the budgets

Draft 4

Links with other Plans and Strategies

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



Supported by the Community Plan

Some of these existing plans will not be replaced in their current form now that we are required to produce a single plan.

In the future we will ensure that city plans are aligned to the priorities and action within the Children and Young People Plan. The following diagram describes the link between the children and young people's plan and other statutory plans:

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

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

So how will we know if we are making a difference?

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 systems in place:

What will we monitor?

We will check our progress against

1. **Identified outcomes for children and young people such as:**

   Being Healthy
   - More people are taking part in health/sport activities
   - Fewer teenage pregnancies

   Staying Safe
   - More children and young people are supported at home
   - Fewer Looked After Children live outside Salford

   Enjoying and Achieving
   - More young people will attend secondary schools on a regular basis
   - Fewer schools will be regarded as weak
   - Making a positive contribution
   - Fewer school exclusions
   - More children and young people involved in partnership activities such as appointments of staff

   Achieving Economic Wellbeing
   - More young people engaged in further education, employment or training
   - More young people in suitable housing

2. **Setting / Service Improvement activities such as:**

   - Developing a strategic plan to reduce the number of external placements
   - Allocating a social worker to each Looked After Child
   - Extending our child protection services
   - Developing more links between the youth service and other agencies
   - Extending our systems for recording and responding to racist incidents in schools
   - Review our systems for providing concerns, advice and guidance
   - Extend our collation and monitoring of information on the housing needs of young people

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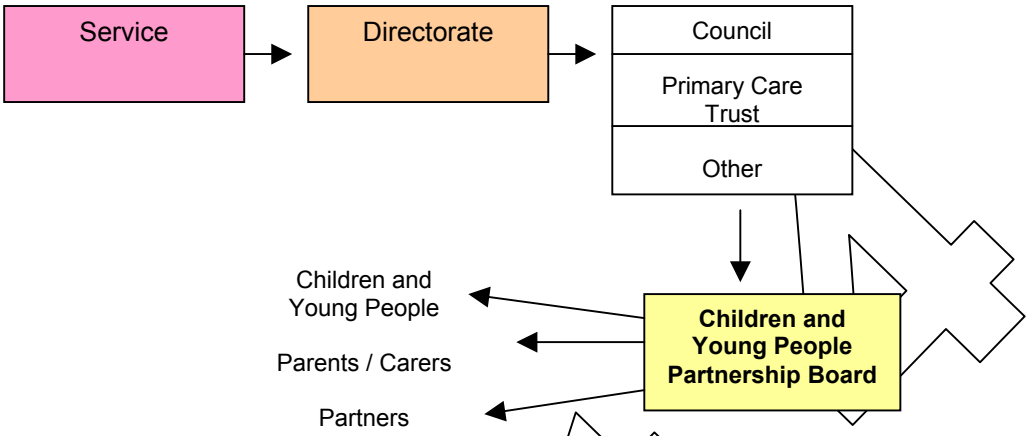
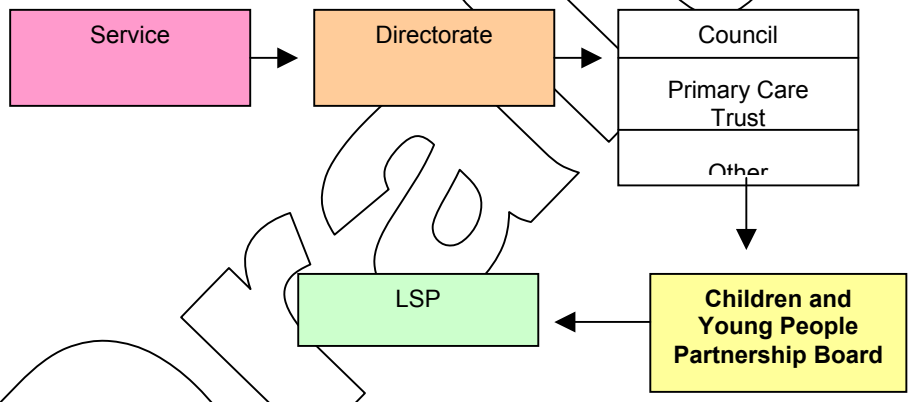
When will we monitor?

1. We will look at progress **every quarter**



2. We will look at our progress overall once a year



How will we monitor?

We will monitor our progress by:

- Reviewing our performance information
- Asking the views of children and young people and parents and carers
- Tracking the progress of children and young people
- Visiting the communities of Salford
- Self-assess our quality against national standards

Draft

What will we do with our findings?

We will communicate our findings to:

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

These findings will be used to:

- Review the Children and Young People Plan
- Review and change the work plans

Draft 4

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

Draft

"Everyone understands that there are targets to meet and we are clear on where Salford should be heading towards. As Representatives of the young people in Salford we are happy with the Children and Young People's Plan and the way the (Salford Children & Young People's Partnership) Board is successfully progressing."

List of Partners involved in the Children & Young Peoples Plan

Thanks to the following: -

Children and young people
Parents and carers
Children's Services Directorate
Schools and Colleges
Greater Manchester Police – Salford Division
Local Probation Board
Youth Offending Team
Local Safeguarding Children Board
Drug Action Team
Primary Care Trust
Connexions
Learning and Skills Council
Voluntary and community sector organisations
Dioceses
Cultural, sport and play organisations
Sure Start
Elected Members
Faith Groups
Community Committees

Draft 4