

every child matters in manchester



Manchester Children's Trust Arrangements



HANDBOOK FOR CTLT AND DWLT MEMBERS

Version1: March 2009

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INTRODUCTION

This Handbook has been developed to support the work of the Children's Trust Leadership Team (CTLT) and the District Wider Leadership teams (DWLT) to ensure a consistent approach to the implementation of Children's Trust arrangements across the City.

The handbook will be utilised as a reference guide to support district working and to highlight the collective responsibility of senior managers working in Health, Education and Children's Social Care to improve outcomes for children, young people and their families.

It sets out in one place the governance structure and mechanisms for Children's Trust Arrangements across the City and how this is translated into implementation in the six districts (Appendix 1). It will ensure we have a robust and consistent approach to implementing Children's Trust arrangements across the City and identify the delegated freedoms and flexibilities for DWLTs.

The handbook will be reviewed regularly in the first 12 months and thereafter updated on an annual basis by the Children's Trust Programme Manager in consultation with the CTLT and DWLT.

BACKGROUND

The recent government guidance makes it clear that performance improvements or outcomes can not be achieved by any one organisation working on its own. Manchester acknowledges the importance of Children's Trust Arrangements in ensuring that all organisations work together to achieve performance improvements and outcomes for children, young people and families.

As defined by the government there are 4 essential features of any Children's Trust:

- Integrated frontline delivery;
- Integrated processes;
- Joint planning and commissioning; and
- Interagency governance.

The recent publication of the Children's Trusts: Statutory guidance on inter-agency cooperation to improve well being of children, young people and their families (2008) was issued under section 10 of the Children Act 2004 and reflects the lessons learned since the publication of Every Child Matters and clarifies what a Children's Trust is, what it does and how it relates to other local partnerships.

The publication of Lord Laming's Report – The protection of Children in England: A Progress Report (2009) identifies 58 recommendations to strengthen the arrangements for safeguarding children.

“Policies, legislation, structures and procedures.....serve only as the means of securing better life opportunities for each young person. It is the robust and consistent implementation of these policies and procedures which keeps children and young people safe” Laming (2009)

CTLT and DWLTs will work together to deliver the four essential features and ensure the recommendations from Lord Laming’s report (2009) are delivered through our Children’s Trust Arrangements.

GOVERNANCE

The Children’s Trust is a thematic partnership within the Local Strategic Partnership (LSP) and should inform and influence the work of the LSP as it relates to children, young people and families.

The Children’s Trust will engage with other thematic partnerships in the LSP with specific attention paid to the Crime and Disorder Reduction Partnership (CDRP) which has a duty to work together to develop and implement strategies to tackle crime and disorder, anti-social and other behaviour adversely affecting the local environment.

Manchester Safeguarding Children Board (MSCB) will report to the Children’s Board and publish an annual report on the effectiveness of safeguarding in Manchester. MSCB will provide robust challenge to the work of the Children’s Board to ensure that the right systems and quality of service and practice are in place.

The DWLTs will report to the CTLT will report on a quarterly basis highlighting progress to date on both City wide priorities and their district focus.

The CTLT will report progress on the implementation of Children’s Trust Arrangements to the Children’s Board on a monthly basis.

THE CHILDREN’S BOARD

PURPOSE

Manchester’s Children’s Board has three key functions which include:

1. Setting strategic direction and champion for children and young people
2. Sponsor Group for the Children’s Services transformational change programme
3. Performance management of high-level improvement priorities

The Chair of the Board is mandated by the Chief Executive, Manchester City Council, and will receive regular reports on progress. Every quarter, the Chief Executive and the Director for Children and Learners (GONW) will jointly chair a progress review meeting that will be in addition to the usual Board business meetings. The meeting will be attended by the core decision-making members of the Board - as a minimum, the Chair of the Board, the DCS and the PCT Chief Executive.

MEMBERSHIP

Decision Making Members

1. Deputy Chief Executive, Performance, MCC (Chair)
2. Executive Member for Children and Young People
3. Director of Children's Services, MCC
4. Chief Executive, MPCT
5. Director of Public Health, MPCT
6. Divisional Commander, Greater Manchester Police
7. Children's Services Adviser, DCSF – Ministerial liaison

Representative Members

8. 5-11 representative head teacher
9. 11-18 representative head teacher
10. Voluntary and Community Sector Strategic Lead

Advisory Members - Permanent

11. Greater Manchester Challenge, DCSF
12. Deputy Director of Children's Services, MCC
13. Director – Manchester Community Health, MPCT
14. Partnership Director for Manchester, Learning and Skills Council
15. Business Manager, Manchester Safeguarding Children Board

Advisory Members - Invited

- Executive Member for Employment and Skills (MCC), and local specialists (as determined by the Board)
- National Strategies, Regional Support Teams (e.g. Teenage Pregnancy, Childhood Obesity), Academies Team (all via GONW)

The terms of reference for the Children's Board are attached to Appendix 2

THE CHILDREN'S TRUST LEADERSHIP TEAM (CTLT)

PURPOSE

The CTLT is responsible for all key decisions relating to the delivery of the Children's Trust Programme across the City and in the six districts with a neighbourhood focus; for the co-ordination and alignment of commissioning; for escalating any key strategic or operational, programme, project management issues and exception reporting to the Children's Board; for ensuring that the right resources and skills are prioritised for programme and project management: and to provide and authorise key messages for communication to support stakeholder engagement across organisations.

CTLT is accountable for the effective delivery of the Children's Trust programme, meeting both locally determined and nationally set objectives and timescales and responsible for ensuring district aligned multi-disciplinary management arrangements function effectively.

MEMBERSHIP

Deputy Director, MCC Children's Service

Director, Manchester Community Health
Assistant Director, MCC Children's Services x 3
Associate Director, Manchester Community Health
Head of Strategy & Performance, MCC Children's Services
Deputy Director – Commissioning, NHS Manchester
Public Health Representatives – NHS Manchester
Children's Trust Programme Manager, MCC Children's Services (invited)

The terms of reference for the CTLT are attached in Appendices 3 and the City Wide priorities are in Appendices 4

THE DISTRICT WIDE LEADERSHIP TEAM (DWLT)

PURPOSE

The role of the DWLT is to coordinate and align the development and delivery of services for children within each district and to lead effective partnerships within each district, engaging all partners, and contribute to a district focus to city-wide priorities and plans.

MEMBERSHIP

The core membership of the DWLT was agreed by CTLT in November 2008 and places a requirement on all DWLTs to ensure that representation is sought from relevant partners. The core members are as follows:

- District Manager – MCC Children's Services
- Senior rep – NHS Manchester
- SSEO – MCC Children's Services
- Leader in Education (Head teacher) – MCC Children's Services
- Police
- Voluntary & Community Sector (VCS)

Local flexibilities apply to the inclusion of other services that will act as advisory members to the DWLT and may be utilised to help improve decision making and/or represent a particular area of expertise.

It needs to be very clear that the head teachers and VCS representatives on the DWLT cannot be held to account for the performance of schools and VCS organisations more generally.

The terms of reference for the DWLT are available in Appendix 5

FREEDOMS & FLEXIBILITIES

Due to the diverse nature of communities each DWLT has identified three areas of focus (Appendix 6). In order to impact on these areas DWLTs, working with partners in a district, may identify a need to deliver a service in a different way. The first step is to examine the possibility of meeting that need by redirecting resources within existing delegated authorities. Where this is the situation, the DWLT has delegated authority to proceed with the redesign.

Of course, one of the considerations in such a redesign must be any impact on partner organisations and common processes.

Where this is not possible as the proposal is not within delegated authorities, or where, for example, a DWLT wishes to bid for some “pump priming “money to initiate a pilot service improvement scheme, DWLTs must present a Business Case to CTLT for consideration and decision (Appendix 7).

It is expected that DWLTs would seek the agreement of any partner organisation affected by such a proposal. Once a Business Case is supported by CTLT, it may need to be considered by MCC and PCT internal arrangements.

If in delivering services a DWLT finds that the procedures of one of the parent organisations is overly bureaucratic or cumbersome and there is a risk of delaying a service improvement, this should be raised by a DWLT on its CTLT highlight report as an issue for consideration by CTLT.

BUDGET

Each DWLT is expected to identify a budget for developing work within each district and have an agreement on how this will be spent. The contribution to this budget will come from health, education and social care with a minimum contribution of £2k.

DISTRICT PARTNERSHIP

PURPOSE

The District Partnership is a collaborative and cooperative arrangement that brings together key stakeholders within the district to support and challenge the commissioning and development of services and enhance partnership working. It will also provide a vehicle to promote efficient and effective partnership working in order to maximise the life chances and improve outcomes for children, young people and families.

MEMBERSHIP

The core membership of the group is:
District Manager (Children’s Services)
Education Managers
Schools
Health Providers
Health Commissioners
Voluntary Sector
Crime and Disorder
Regeneration
14-19
Early Years
Youth
Police

The terms of reference for the district partnership are in Appendix 8.

SUPPORT & CHALLENGE

CTLT will work together to ensure all city wide and district priorities are progressing in a timely manner and will be informed by the quarterly reports produced by the DWLT highlighting the progress made. If progress is not being made, or is not of sufficient pace, the CTLT district link will work with the DWLT, in a supportive role, to remove barriers. This will include;

- Occasional attendance at DWLT meetings
- Being more visible in the districts by attending events and occasional team meetings to model integrated working
- Supporting communication both downward and upward to help share understanding and learning
- Helping to develop CTLTs understanding of front line issues
- Resolving cross agency issues before they are escalated to CTLT

The allocation of CTLT members to districts is as follows:-

District	CTLT Lead
North East	Mike Livingstone
North West	Chris O’Gorman
Central East	Malcolm Philp
Central West	Kieran McDermott
South	Laureen Donnan
Wythenshawe	John Harrop

COMMUNICATION & EVENTS

Communication between a DWLT as a corporate body and the CTLT will be built on:

- The CTLT District Link role
- The production, by DWLTs, of quarterly highlight reports
- Twice yearly meetings between all DWLT members and CTLT and
- Monthly briefing notes from CTLT to DWLTs.

The table below outlines the key dates for CTLT /DWLTs:

	CTLT Dates	CTLT/DWLT Event
April	30/04/09	
May	28/05/09	01/05/09
June	22/06/09	
July	23/07/09	
August	27/08/09	
September	24/09/09	
October	22/10/09	
November	26/11/09	30/11/09
December	17/12/09	
January	21/01/10	
February	25/02/10	
March	25/03/10	

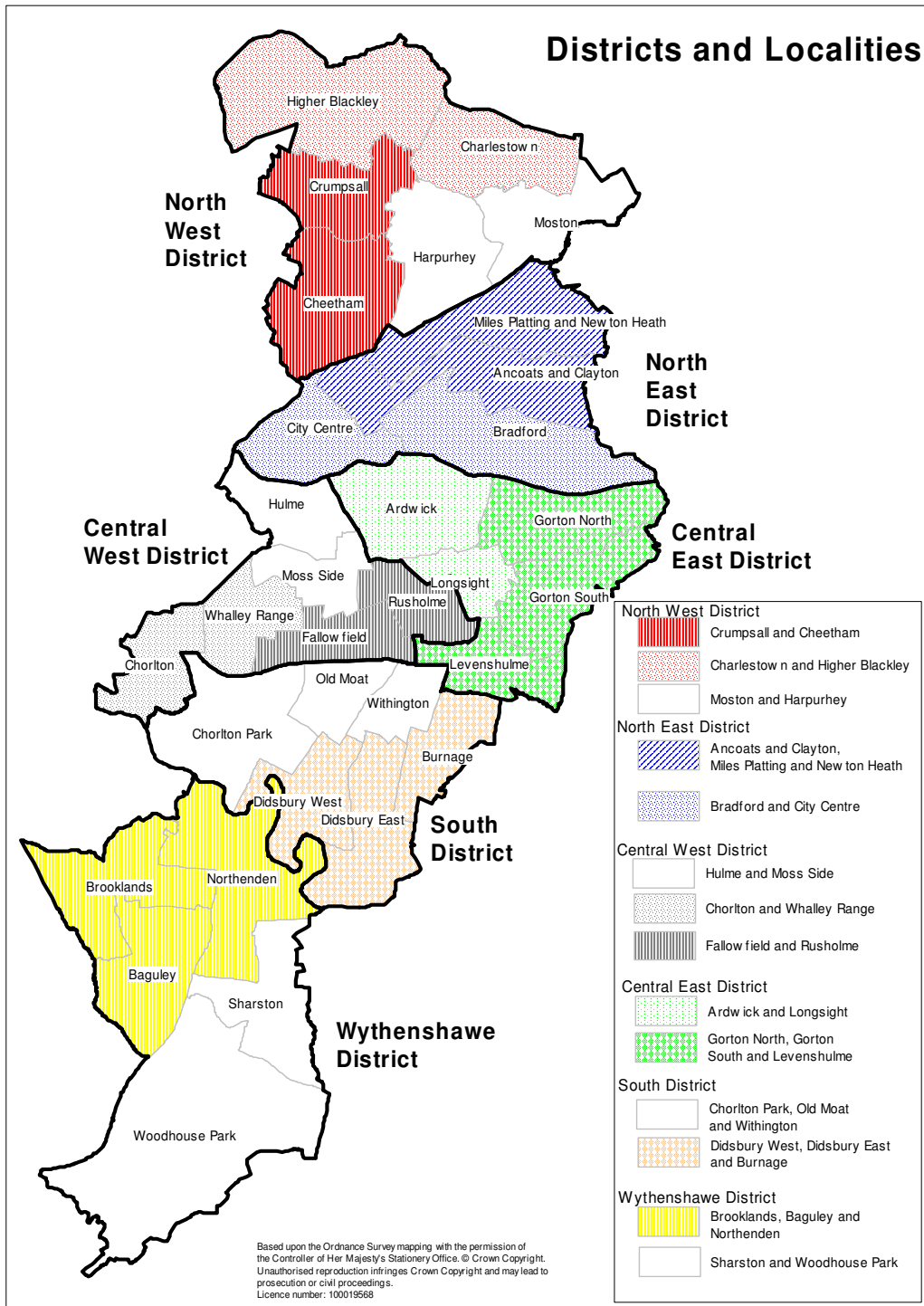
The Children's Trust Programme Manager will also act as a link between CTLT and DWLTs and will ensure there is a clear communication plan for delivering the Children's Trust messages across the City so each DWLT can effectively communicate the scope of the Children's Trust Arrangements Programme and key messages to managers and frontline practitioners about integrated working in their districts.

CHILDREN'S TRUST ARRANGEMENTS CHANGE PROGRAMME

Project	Project Manager
ContactPoint	Paul Remic
Information sharing	Paul Remic
CAF	Rosemary Braithwaite
eCAF	Vacant
Lead professional	Rosemary Braithwaite
Aiming High	
Inter agency governance	Deanne Blake
Commissioning	Donna Mair
Integrated / targeted youth support	Phil Whittaker/John Thurlbeck
Accommodation Project	Vacant

APPENDIX 1

DEFINITION OF DISTRICTS AND WARD COVERAGE



APPENDIX 2

TERMS OF REFERENCE MANCHESTER CHILDREN'S BOARD

Manchester's Children's Board has three key functions which include:

1. Setting strategic direction and champion for children and young people
2. Sponsor Group for the Children's Services transformational change programme
3. Performance management of high-level improvement priorities

The Chair of the Board is mandated by the Chief Executive, Manchester City Council, and will receive regular reports on progress. Every quarter, the Chief Executive and the Director for Children and Learners, GONW will jointly chair a progress review meeting that will be in addition to the usual Board business meetings. The meeting will be attended by the core decision-making members of the Board - as a minimum, the Chair of the Board, the DCS and the PCT Chief Executive.

Membership

Below is the Children's Board Membership and draws a distinction between board members accountable for decisions made and members that help improve decision making by representing a key perspective and/or as a result of a particular area of expertise.

It needs to be very clear that the head teachers on the Board cannot be held to account for the performance of schools more generally. As a major universal service, schools will be part of the Board's performance management and reporting framework alongside all other children's services. The Board will have the option to dig-deep to examine the performance of any service (including schools) if it either has concerns about its contribution to outcomes, or wishes to understand and learn from effective practice.

Decision- making Members (Permanent)

4. Deputy Chief Executive, Performance, MCC (Chair)
5. Executive Member for Children and Young People
6. Director of Children's Services, MCC
7. Chief Executive, MPCT
8. Director of Public Health, MPCT
9. Divisional Commander, Greater Manchester Police
10. Children's Services Adviser, DCSF – Ministerial liaison

Representative Members (Permanent)

- 11.5-11 representative head teacher
12. 11-18 representative head teacher

13. Voluntary and Community Sector Strategic Lead

Advisory Members (Permanent)

- 14. Greater Manchester Challenge, DCSF
- 15. Deputy Director of Children's Services, MCC
- 16. Director – Manchester Community Health, MPCT
- 17. Partnership Director for Manchester, Learning and Skills Council
- 18. Business Manager, Manchester Safeguarding Children Board

Advisory Members (Invited)

- Executive Member for Employment and Skills (MCC), and local specialists (as determined by the Board)
- National Strategies, Regional Support Teams (e.g. Teenage Pregnancy, Childhood Obesity), Academies Team (all via GONW)

APPENDIX 3

TERMS OF REFERENCE CHILDRENS'S TRUST LEADERSHIP TEAM DRAFT V0.3

Purpose

The CTLT is responsible for all key decisions relating to the delivery of the Children's Trust Programme across the city and in the six districts with a neighbourhood focus; for the coordination and alignment of commissioning; for escalating any key strategic or operational, programme, project management issues and exception reporting to the Children's Board; for ensuring that the right resources and skills are prioritised for programme and project management: and to provide and authorise key messages for communication to support stakeholder engagement across organisations.

CTLT is accountable for the effective delivery of the Children's Trust programme; meeting both locally determined and nationally set objectives and timescales.

CTLT is also responsible for ensuring district aligned multi-disciplinary management arrangements function effectively.

Terms of Reference	<ul style="list-style-type: none">• To ensure that appropriate governance and management arrangements are in place for the programme of district working;• To ensure the vision is articulated for the transformation of Children's Services;• To collectively 'scan the horizon' to ensure the transformation of Children's Services is responsive to both local and national changes in direction;• To set outcome indicators and an accountability framework for the six DWLTs and monitor specific and measurable outcomes.• To agree the appropriate levels of freedom and flexibility for each DWLT based on performance• To consider and implement business cases for further benefit realisation through multi-agency working that cannot be delivered within the existing district resource envelope or agreed delegations• To work together to resolve any multi disciplinary issues, that are highlighted through the DWLT effectively and efficiently• To develop and implement a consistent strategy for change management in the districts.• To ensure the Children's Trust Programme delivers within its agreed parameters (e.g. cost, organisational impact and rate/scale of adoption, expected/actual benefits realisation etc.)
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	<ul style="list-style-type: none"> • To escalate any major concerns relating to the Children's Trust Programme to the Children's Board; • To provide the Children's Trust Programme Office with updates of any changes to the strategic direction or operating model of Children's Services which may have implications for the programme
Membership	Deputy Director, MCC Children's Service Director, Manchester Community Health Assistant Director, MCC Children's Services x 3 Associate Director, Manchester Community Health Head of Strategy & Performance, MCC Children's Services Deputy Director – Commissioning, NHS Manchester Public Health Representatives – NHS Manchester Children's Trust Programme Manager, MCC Children's Services
Frequency of meetings	Monthly
Decisions	<p>CTLT will make key any decisions relating to the implementation of the Children's Trust Programme and the development of integrated working within each district. Any decisions that cannot be made at CTLT should be taken to the Children's Board for consideration.</p> <p>Individual CTLT members are responsible for ensuring that decisions made are appropriately implemented within their own areas of management responsibility.</p>
Agenda and papers	Agenda and papers will be forwarded to all members of the group three working days before the meeting.

APPENDIX 4

CITY WIDE PRIORITIES

Priority Number	Priority Description
P1	Improve the health of Children and young people by strengthening emotional health and well-being, building resilience and reducing obesity, teenage conceptions and the incidence of sexually transmitted infections.
P2	Ensure Children and Young People are safeguarded.
P3	Ensure Children and Young People become looked after only where this improves their life chances, continue to improve outcomes for looked after children and improve care planning services and local placement stability.
P4	Raise attainment by improving school attendance, narrowing the outcome gap at Foundation stage, raise standards at KS1 and KS3, build on improvements at KS2 and KS4, and target interventions in under performing schools and groups.
P5	Prevent young people becoming involved in risky activities and so promote positive behaviour, reduce anti-social behaviour and reduce the rate of re-offending.
P6	Maximise economic well-being by tackling child poverty and continuing to increase the number of young people, including young offenders, who are in education, employment or training, and improve the rate of course completion where this is low.

APPENDIX 5

TERMS OF REFERENCE DISTRICT WIDER LEADERSHIP TEAM DRAFT V0.3

Purpose

The role of the DWLT is to coordinate and align the development and delivery of services for children within each district and to lead effective partnerships within each district, engaging all partners, and contribute to a district focus to city-wide priorities and plans.

Terms of Reference	<ul style="list-style-type: none">• To deliver the national statutory requirements for Children’s Trust Arrangements namely:<ol style="list-style-type: none">1. Integrated front-line service delivery2. Integrated processes3. Joint planning and commissioning4. Inter-agency governance arrangements• To deliver Children’s Trust arrangements that support and implement agreed city strategies.• Delivering key objectives set by the Children’s Trust Leadership Team• To deliver Children’s Trust arrangements that will met local needs based on robust needs analysis,• Deliver culture change, common values, behaviours, and principles.• Deliver common ways of working (e.g. CAF, recording and collecting performance data, development of local performance indicators and resolving disputes)• The commissioning and delivery of services that promote independence and social inclusion, maximising the potential of individuals and strengthening communities that are results orientated and evidence based and coherent in design and delivery.• Based on listening to C&YP and the community’s views on services and providing opportunities for them to have a real say in the development of future plans• Implementing changes necessary to deliver on the agreed performance agenda, including driving forward clear performance management mechanisms in the context of a culture of accountability and responsiveness• Create business cases for service re-design for consideration by CTLT
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Membership	Core Membership District Manager – MCC Children’s Services Senior rep – NHS Manchester SSEO – MCC Children’s Services Leader in Education – MCC Police VCS
Frequency of meetings	Monthly
Decisions	Each member is individually accountable within their organisation for service delivery and as a group to CTLT for the joint delivery of Children’s Trust Arrangements within the district. The DWLT will be responsible for resolving any Multi Disciplinary conflict. However, if this is not possible the issue will be addressed through CTLT.
Agenda and papers	Agenda and papers will be forwarded to all members of the group three working days before the meeting.

APPENDIX 6

DISTRICT FOCUS

District	DP1	DP2	DP3
North East	To improve school attendance across the district in line with or exceeding national levels.	To improve literacy levels across the district for children and adults, in line with or exceeding national levels	To target identified families and improve their outcomes against an agreed set of social, economic, health and wellbeing criteria.
North West	Safeguarding	Mental health and emotional well-being	School attendance & educational attainment
Central East	To reduce gang related activity & offences	To increase school attendance in yr7 & yr8 at Cedar Mount and Wright Robinson	To increase the number of children & young people involved in positive activities in Gorton South
Central West	Improve the coordination of service delivery between Partners to tackle gun and gang activity, with the key objective of preventing young people becoming involved and targeting those at risk.	Review and improve the responsiveness and coordination of service delivery between Partners to disabled children and their families.	Improve collaborative working between schools and Partners to reduce the number of school exclusions; identify children as early as possible where difficulties are presenting through implementation of the CAF in schools.
Wythenshawe	Domestic abuse	Teenage Pregnancy	School Attendance
South	To improve the use of Sure Start by local people. Target yet to be agreed.	To reduce the number of NEET in Old Moat, Burnage and Chorlton Park by 3%	To improve attendance to 95% in Primary and 92% in Secondary and reduce the number of persistent

			absence in line with the national average.
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APPENDIX 7

BUSINESS CASE – GUIDANCE FOR COMPLETION & TEMPLATE

1.0 Outline Summary Description

What are the basic details of the business case? Why is it being proposed? What are the services that are being redesigned/commissioned? What are the benefits? How will these be measured?

2.0 Strategic Context and Local Context

Does the proposal make a positive contribution towards outcomes for children, young people and their families?

Is the proposal appropriate – does it fit with national and local Children's Trust priorities? Is the nature of the proposal evidence-based or is it a pilot arrangement?

Does the proposal adequately consider the wider Children's Trust arrangements in terms of impact on partners? Does it destabilise other providers? Does the proposal require pro-active support from other organisations and has that support been obtained?

If the proposal impacts on the role of other Children's Services practitioners, are they supportive? What consultation has been carried out with partners, stakeholders and clients and where appropriate, have they been involved in, and taken ownership of the proposal?

Are all members of the DWLT supportive of this proposal?
Is this an extension to current service, if so how will be procured?

3.0 Define key benefits/outcomes

Does the proposal improve outcomes or practical outputs for children, young people and their families? Is this measurable and if so how?

How does the business case address the PCT/MCC equality and environmental implications?

What are the HR implications of the proposal?

Is the proposal something children, young people and their families want? Can that be demonstrated via consultation?

4.0 Describe and appraise options including preferred option

What are the various options that have been considered to achieve the benefits/outcomes outlined? Explain why the proposed solution is the preferred option

What provider options have been considered for delivering the service?

5.0 Outline key risks (Finance and Organisational)

What are the key risks to this business case? What will result if it fails to achieve the projected benefits/outcomes?

Has a detailed risk assessment been carried out and mitigating actions identified? What are the contingency arrangements if the proposal fails?

What is the level of risk of the financial projections not being correct? In

<p>particular, if the proposal forecasts or depends on savings materialising, is the level of risk/ ability to manage risk too high?</p> <p>Does the proposal demonstrate due consideration of Children's trust governance arrangements and quality standards?</p>
<p>6.0 Affordability/Costs What are the underlying costs of implementing the business case?</p> <p>Is the proposal economic, efficient and effective? Is it a recognised means of achieving value for money and is it the most effective means?</p> <p>If any projected savings do not materialise, does the proposal remain financially viable?</p>
<p>7.0 Sustainability Is the proposed change to provision sustainable in the long-term?</p>
<p>8.0 Timescales and Implementation When is it likely that the business case can be implemented? Are there any pre requisites for the implementation?</p> <p>What are the timings of the major events in the implementation?</p>
<p>9.0 Performance Monitoring How will the performance of the implementation be monitored to evaluate success or failure of the business case i.e. definition of metrics? Who will be responsible for undertaking the monitoring? How often will performance be measured?</p>
<p>10.0 Who is the main sponsor of this business case?</p>

BUSINESS CASE TEMPLATE

Proposal:

Date considered by CTLT:-
Date of feedback to DWLT:-

	Comments
1. Outline summary	
2. Strategic context and local context	
3. Key benefits/outcomes	
4. Options including preferred option	
5. Outline key risks (Finance and Organisational)	
6. Affordability/Costs	
7. Sustainability	
8. Timescales and Implementation	
9. Performance Monitoring	
CTLT decision	

APPENDIX 8

TERMS OF REFERENCE DISTRICT PARTNERSHIP DRAFT V0.3

Purpose

The District Partnership is a collaborative and cooperative arrangement that brings together key stakeholders within the district to support and challenge the commissioning and development of services and enhance partnership working. It will also provide a vehicle to promote efficient and effective partnership working in order to maximise the life chances and improve outcomes for children, young people and families.

Terms of Reference

- To monitor the implementation of the district level action plan and identify and report any barriers to the District Wide Leadership Team (DWLT).
 - To report and contribute to mechanisms for the involvement of children, young people and their families in district planning and partnership working, building on existing processes.
 - To maintain a dialogue with Services, Ward Coordination Groups, relevant Area Based Regeneration Partnerships and Elected Members to inform needs analysis, develop shared strategies and ensure consistency in plans and activities.
 - To ensure there are a range of services to support and safeguard children.
 - To work together to identify and act on opportunities to modify services to enable prevention and early intervention to be at the forefront of Service Development Plans.
 - To report to the DWLT on district progress in relation to both district and city wide priorities.
 - To report to the DWLT on any district level issues that impact on the Children & Young People Plan (CYPP), including barriers to local implementation.
 - To contribute to needs analysis to determine local priorities and influence district and citywide commissioning and service delivery plans to meet local need.
 - To provide a forum to monitor services and measure outcomes for children, young people and families in the district.
 - To ensure the vision for Manchester Children's Trust and district developments is developed and understood.
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	<ul style="list-style-type: none"> • To work with other districts where relevant and appropriate, for example, on cross boundary issues or where organisational and district boundaries do not match. • To ensure that information sharing protocols are utilised to ensure the collection and analysis data. • To promote opportunities for interagency training and professional development to facilitate enhanced partnership working. • To ensure that the information collated is utilised to inform market development within the commissioning cycle.
Membership	District Manager (Children's Services) Education Managers Schools Health Providers Health Commissioners Voluntary Sector Crime and Disorder Regeneration 14-19 Early Years Youth Police
Frequency of meetings	Quarterly
Decisions	Any decisions about the implementation of the district plan / priorities will be made by the DWLT which will be informed by the District Partnership.
Agenda and papers	Agenda and papers will be forwarded to all members of the group three working days before the meeting.