

SUPPORTING YOUNG PEOPLE

**A STRATEGY FOR INTEGRATED YOUTH SUPPORT
IN BATH AND NORTH EAST SOMERSET
2009-2011**

**DRAFT FOR CONSULTATION
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Executive Summary

Background

This Strategy has been developed in response to the Youth Green Paper---Youth Matters, published in June 2005. The Government has set out a bold agenda for developing Integrated Youth Support Services (IYSS) with a focus on young people achieving the five Every Child Matters outcomes. The IYSS agenda presents us with real opportunities to build on established local strengths to offer young people a leading edge service, and to make improvements and more effective use of our combined resources. Young people have been involved from the outset in the design of this strategy and with their parents and carers will be active participants in every stage of the development and delivery of the our arrangements for integrated youth support..

Aims

The central aim of the Bath and North East Somerset Supporting Young People strategy is ***for all young people in Bath and North East Somerset to do better in life than they thought they could***, within the overall vision and core principles set out in the Children and Young People's Plan. We will achieve this by putting in place the following key elements of an integrated youth support service by 2010:

- A planning and delivery framework built around the four core themes of **Targeted Support, Positive Activities, Information, Advice & Guidance and Volunteering**. **Whilst we are firmly committed to the delivery of all four themes, there will be a particular local emphasis on the development of Targeted Support for the most vulnerable young people.**
- A delivery model for supporting young people that builds on the Local Area Partnership framework for Children and Young People's Services in the authority.
- Integrated panel arrangements for **early identification and support for vulnerable young people**
- A core **Youth Offer** for young people with a wide range of positive activities
- Access to high quality **Information, Advice and Guidance** in a range of settings
- A wide range of **volunteering opportunities** to support young people's education and personal development
- **The involvement of young people, parents and carers** in the planning, delivery and evaluation of integrated youth support services.

Scope

For the purposes of the Bath and North East Somerset Supporting Young People strategy we are working with a definition of 'young people' that spans the 10-19 age-range (incorporating targeted work around transitions for 10 year olds and up to 25 for young adults with learning difficulties and disabilities). This provides an opportunity to focus on key transition points – in particular a targeted focus on primary to secondary transition and the move into post-16 education, employment or training. In reality there will need to be a degree of flexibility in the planning of provision as the needs of young people do not necessarily fit neatly within age-defined service provision at all times. There will be a key emphasis on 'narrowing the gap' in achievement and overall outcomes for all young people, with a particular focus on those young people most in need of coordinated support to achieve the Every Child Matters outcomes.

Our arrangements for integrated youth support will operate on three broad points---preventive, responsive and reactive. All young people will have access to universal services and ,as required, to targeted and specialist youth support services. Effective processes will be in place to ensure that young people can access targeted services when required, and return to universal services after timely and time-limited interventions, or access specialist services based upon assessed need.

Our arrangements for integrated youth support will be built around the principle that most young people, most of the time, obtain the advice, information, guidance and support they need and find ways of positively and constructively using their leisure time from their families friends, neighbourhood and schools; **and** that many young people will, on occasions, require additional support, guidance and opportunities.

Effective implementation of this strategy will require the active engagement of organisations across the full spectrum of children and young people's services. However, in the next phase of development there are particular implications for the professional practice and organisational arrangements of youth support services.

Performance monitoring

The Supporting Young People Board will oversee the development of our arrangements for integrated youth support and in particular progress in achieving the development milestones for embedding the seven key delivery elements for Targeted Youth Support. The contribution that the IYSS arrangements make to the achievement of local and national targets for young people will be reported to the Children's Trust Board by the Every Child Matters Outcomes Groups. The Local Area Partnership Boards will monitor performance within their locality areas. It will be a key function of the Supporting Young People Board to identify where partnership activity can be targeted to address underperformance on key IYSS indicators, and to identify the characteristics of successful performance.

Resourcing the new arrangements

The Supporting Young People strategy presents significant opportunities for making a more efficient and cost-effective use of partnership resources through a more integrated approach. The core elements of the proposed model will be delivered through the alignment and pooling of existing resources in key service areas. Detailed implementation planning will identify where additional resources may be required. For example, development of the local area partnership model may necessitate the reshaping of local infrastructure to support the development of integrated youth support teams in local areas. Wherever possible external funding opportunities will be identified. It will be a particular priority to ensure that the new arrangements are sustainable and can demonstrate resilience within a climate of increasingly limited and short-term funding.

Implementation and Next Steps

The core elements of the new arrangements are in the process of being implemented on a phased basis and will be fully implemented during 2009/10. Oversight of the delivery of key priorities set out in this strategy will be undertaken by the Supporting Young People Board on behalf of the IYSS partner agencies. This strategy offers an outline implementation plan as the basis for more detailed action planning to be undertaken following consultation and formal approval of the strategy. Much has been undertaken during 2008 to develop the Supporting Young People Board, to consult with key stakeholders and to align IYSS planning with wider Children's Services delivery. It is critical that the positive momentum is sustained through swift implementation of this strategy towards 2010.

Supporting Young People Board, January 2009

1. Introduction from Chair of Supporting Young People Board

- 1.1 Welcome to our strategy for supporting young people in Bath and North East Somerset. This paper sets out our vision for integrating youth support and reflects the strong commitment of the Children's Trust Board in Bath and North East Somerset to securing the best possible outcomes for local young people.
- 1.2 Bath and North East Somerset is a good performing authority where outcomes for most children and young people are positive. There is strong leadership in place across the partnership and collaborative working arrangements between partners are good.
- 1.3 However, we are not complacent, and we know that there is scope for improving the way in which we work together to support young people, especially those who are most vulnerable and at risk of failing to achieve their maximum potential. We know that there is more we can do to ensure that agencies are working together in the most effective way to maximise the use of finite resources and to offer swift and easy access to the right kind of support, where and when it is needed for local young people.
- 1.4 We are committed to putting in place robust and sustainable support arrangements for young people. This is not a quick-fix and will take time to achieve. Within this context our strategy sets out a phased implementation plan leading to the first phase of the new arrangements being in place by 2010. The Local Area Partnerships in Bath and North East Somerset will increasingly provide the planning and operating framework for the new youth support arrangements.
- 1.5 Our vision and strategy for supporting young people in Bath and North East Somerset is shaped and influenced by the views and experiences of local young people, and through discussion with staff and professionals from the local area. We have also worked with colleagues from across the country to ensure that what we are putting in place is informed by best practice and lessons learned from other authorities. This is an evolving piece of work and we will continue to consult with young people, parents, carers and other stakeholders at key points throughout the implementation of the new arrangements.
- 1.6 Effective support arrangements for young people must be critically aligned with the wider development of Children and Young People's Services in the Authority. In particular the links to Extended Services, the Common Assessment Framework and 14-19 curriculum reforms are central to improving outcomes for young people.
- 1.7 On behalf of the Children's Trust Board, The Supporting Young People Board will be responsible for accountability and oversight of implementing this strategy. We look forward to working in partnership with all stakeholders to putting in place youth support arrangements which will make a real and positive difference to the lives of young people in Bath and North East Somerset.

Maurice Lindsay, Chair

2. National Policy Context

Every Child Matters set out a bold agenda for transforming Children and Young People's Services with a focus on the five key outcomes of staying safe, being healthy, enjoying and achieving, making a positive contribution and achieving economic well-being.

The **Youth Matters** Green Paper (2005) established the Government's vision for Integrated Youth Support as an essential part of the reform of children's services. It set out the vision that services should be integrated around the needs of teenagers and young adults to help them to achieve the 5 Every Child Matters Outcomes. With the development of the Integrated Youth Support Service (IYSS) the Government identified four key challenges – these four themes provide the focus of the Bath and North East Somerset strategy for supporting young people:

- How to engage more young people in **positive activities** and empower them to shape the services they receive
- How to encourage more young people to become **involved in their communities and volunteering**
- How to provide better **information, advice and guidance** to young people to help them make informed choices about their lives
- How to provide more effective and **targeted support** for vulnerable young people and those at risk

'Aiming High for Young People – A 10-year Strategy for Positive Activities' (2007) further set-out the Governments long-term vision for increasing young people's participation in constructive leisure-time activities. This included a focus on three key priorities:

- the participation of young people in service design and review
- development of the youth workforce and
- investment in the quality of leisure-time provision.

This strong emphasis on youth policy is supported by introduction of The 'Youth Public Service Agreement (PSA 14) - Increase the number of Children and Young People on the Path to Success' (2007) which emphasises integrated support for young people as a key cross-government priority. The PSA set out a performance framework for monitoring young people's successful transitions to adulthood using **five key performance indicators**:

- Reducing the proportion of 16-18 year-olds not in education, employment or training (NEET)
- More participation in positive activities

- Reducing the proportion of young people frequently using illicit drugs, alcohol or volatile substances
- Reducing the Under-18 conception rate
- Reduce the number of first-time entrants to the criminal justice system aged 10-17

This indicator set forms the basis of performance monitoring of effective youth support arrangements in a local area. Further policy has set out standards and a delivery timetable for Integrated Youth Support towards implementation in 2010.

Most recently the publication of the Youth Crime Action Plan (2008) has emphasised the prevention of offending and anti-social behaviour as a core element of effective local IYSS arrangements.

Links to the wider Change for Children programme

Implementation of the Supporting Young People strategy in Bath and North East Somerset will be underpinned by the same core principles which have driven the Every Child Matters reforms:

- Integrated Governance
- Integrated Strategy
- Integrated Processes
- Integrated frontline delivery

Within this context, it is recognised that success in delivering improved outcomes for young people is critically interdependent on a number of related policy and practice developments which will need to be coordinated at a local level. These include:

- 14-19 Curriculum Reforms
- Ongoing reform of Safeguarding and Child Protection arrangements
- The roll-out of Extended Services
- Development of Children's Centres and family and parenting support
- Implementation of the Common Assessment Framework
- Workforce reforms focusing on integrated leadership and management, multi-agency working and the development of flexible professional development opportunities reflecting the changing policy context
- New commissioning arrangements for children and young people's services
- The development of integrated information sharing and shared databases

New local governance arrangements (referred to in Section 3) to support implementation of this strategy will provide the strategic oversight to ensure that these co-dependencies are reflected in all aspects of the new arrangements for supporting young people in Bath and North East Somerset.

3. The Local Context

The Children and Young People's Plan 2006-09

The development of more integrated support for young people is a key element of the wider planning and delivery arrangements for children and young people's services in Bath and North East Somerset.

The Children and Young People's Plan sets out a vision to make Bath and North East Somerset a place where

'We want all children and young people to do better in life than they ever thought they could. We will give children and young people the help they need to do this'.

There are two overriding aims within the Children and Young People's Plan – To ensure that all children and young people are safe, and to tackle inequalities and close the attainment gap. Key priorities are:

- healthy lifestyles and positive mental health
- a safe environment
- closing the attainment gap for specific groups
- greater involvement of children, young people, parents and carers in deciding what services are developed and evaluating whether current services are 'making a further difference'

These priorities provide the focus for working in partnership to improve outcomes for children and young people across the five Every Child Matters outcomes. The Children and Young People's Plan drives the business planning and activity of the key IYSS commissioners and service providers in the Youth Service, Connexions, the Youth Offending Team and across the wider network of statutory and voluntary partners concerned with improving outcomes for young people. The Children's Trust Board has strategic oversight of delivery of the Plan.

In Bath and North East Somerset overall outcomes for young people across the education and social care spectrum are good, with recorded outcomes performing very positively against regional and national comparators. The integrated Children's Service provides a strong platform for leading effective partnership working.

Support for Young People – our current position and priorities

The quality and effectiveness of local arrangements for Children and Young People's Services was subject to a Joint Area Review in 2008. This included an enhanced inspection of the Youth Service and a full inspection of the Youth Offending Team. The JAR findings provide a valuable source of information to support the development of new youth support arrangements. A full summary of findings from the Joint Area Review process is included at *Appendix 1*. Planning for new youth support arrangements will reflect the lessons learned from the inspection process and is informed by the best examples of the regional and national response to the Youth Matters agenda.

An overview of progress in Bath and North East Somerset against the key IYSS indicators, taking account of the JAR findings, identifies the following strengths and areas for development as the basis for setting priorities in the Supporting Young People strategy.

Strengths for Youth Support agencies in Bath and North East Somerset to build on include:

- A strong history of partnership working with good working relationships and effective joint working between most key service providers. This is reflected in the high-level of engagement and commitment from all key partners in developing new arrangements for supporting young people
- Good performance on reducing the numbers of young people not in education, employment or training (NEET) and a high standard of Information Advice and Guidance (IAG) delivered in partnership with local education and training providers
- Continuous improvements in Youth Service performance, including the proportion of young people engaged in positive activities
- Effective partnership arrangements focused around preventing youth offending
- The quality of youth work
- Some good examples of the involvement of young people in service planning and review
- Good specialist services for young people involved in substance misuse

Priority areas for development include:

- Strengthening inter-agency processes for early identification and support for the most vulnerable young people
- Improving partnership arrangements with housing and accommodation providers and support agencies
- Aligning or integrating the leadership, management and delivery arrangements for core youth support services to secure more effectiveness and better value for money from closely aligned services

- Increasing the number of young people engaged in positive activities, volunteering, and influencing provision and priorities
- The development of suitable accommodation for vulnerable young people
- The scope and accessibility of youth work provision
- Improving outcomes for young people from black or minority ethnic communities
- The effectiveness of services in meeting the needs of the most vulnerable groups.

Young people in Bath and North East Somerset have also told us what they want in order to make the area a better place to live. This includes:

- Safer places to hang out
- Action on bullying
- More respect
- More things to do
- Better safety from crime and anti-social behaviour
- Better transport

It is also important to recognize that continuous improvement will require an intensive focus on engaging the most hard to reach young people. This includes those who are most vulnerable and at risk who experience difficulty in accessing the right services to meet their needs in a timely and uncomplicated way. This will demand increasingly innovative and flexible methods of working with young people in order to improve young people's swift and easy access to services---a key measure in the success of our arrangements. Further that we are operating in a climate of finite resources and wider pressures on public spending which will challenge us to secure improved outcomes for local communities whilst demonstrating the best possible value from the combined resources of the local partnership. The development of more integrated commissioning arrangements is key to achieving this

Building on the Local Area Partnership arrangements

Key to the delivery of the priorities and commitments set out in the Children and Young People's Plan is the formation in 2008 of Local Area Partnership (LAP) Boards. The Boards are configured around three geographical areas spanning Bath and North East Somerset. The LAP areas are Bath City, Chew Valley/Keynsham and Norton Radstock.

The LAP Boards provide a local partnership and accountability framework for the planning, commissioning and deployment of multi-agency resources in a local area. Within this context it is the intention that children and young people's services will be increasingly localised and more integrated in both planning and delivery. This will happen on a phased basis towards 2011.

The LAP arrangements provide an important framework for the design and implementation of more integrated support for young people. The strategy for supporting young people is closely aligned with the LAP arrangements and will be developed on this basis. This will help to secure a more coherent and joined-up service offer to young people and their families. Alignment with the LAP arrangements will also maximise opportunities for securing the best value for money and efficient use of combined resources across the full spectrum of children and young people's provision.

To ensure the success of this approach will require further development of performance management and information systems to ensure that a local approach is information-based and informed by local need. A move towards more localised services may also require organisational change and the reshaping of local delivery arrangements. These changes will require skilled leadership to avoid an adverse impact on quality and performance in the transition to the new arrangements.

The Supporting Young People Partnership Board

New partnership arrangements have been established to ensure robust oversight of the planning and implementation of this strategy. The Supporting Young People Board is a multi-agency partnership comprised of stakeholder representatives from the following stakeholders:

- Children's Service
- Youth Service
- Connexions
- Youth Offending Team
- Child and Adolescent Mental Health Services
- Extended Services and Play
- Secondary schools
- Colleges
- Commissioning Services /Child Health
- Local Area Partnership managers

Links have also been established with the Voluntary and Community Services sector (through the children and young people's network); young people (through DAFBY), the Police, and Housing and Supported Living Services

The Supporting Young People Board will fulfil its accountability through a sustained focus on the delivery of priorities set out in this strategy. The Board will maintain a particular focus on maximising the combined impact of local integrated resources. This will require strong links with the development of integrated commissioning arrangements across Bath and North East Somerset.

Involving Young People, parents and carers

The Supporting Young People Partnership Board is strongly committed to securing the active involvement of young people, parents and carers in the planning, design and review of the new arrangements. It is a core principle of this strategy that the direct involvement of our customers – is essential to delivering services that are relevant, accessible and ultimately more effective in improving outcomes for young people and their families.

There is a significant body of data from consultation with young people and their families in Bath and North East Somerset. This has informed the Children and Young People's Plan and early planning for Youth Matters implementation. Building upon this body of valuable information and views, the Supporting Young People Board will ensure that a broad range of young people and their families are able to contribute to different aspects of service development. This will be achieved through a variety of different approaches:

- Working through established participation and consultation mechanisms within local partner agencies who are experienced in engagement and consultation with young people, parents and carers, the Board will undertake targeted consultation to inform planning in local areas.
- Working with the shadow board of young people's representatives for the Children's Trust Board and ,as developed, the LAP Boards
- Working with schools, colleges and other organisations to develop ongoing mechanisms for consulting young people on a range of universal and targeted service developments
- Developing proposals for a shadow board of young people's representatives to work directly with the SYPB on implementation of the Supporting Young People Strategy.

- Working with local parenting organisations to identify the most appropriate and sustainable model for ensuring that parents and carers can influence and inform the new arrangements.

4. A Framework for Integrated Youth Support Arrangements in Bath and North East Somerset

A framework for supporting young people is outlined below. This is built around the four Youth Matters themes of:

Targeted Support
Positive Activities
Information Advice & Guidance, and
Volunteering

These four themes are set-out along with proposed key features of a leadership and management model to support implementation of the new arrangements following a period of consultation on more detailed proposals.

The Supporting Young People Board is firmly committed to delivering the priorities set out across the four core themes. However, there will be a particular emphasis on delivering the challenging and resource-intensive priorities for putting in place robust and sustainable arrangements for Targeted Youth Support during 2009/10. This reflects the risk factors associated with a priority group of the most vulnerable young people who are at risk of failing to achieve the Every Child Matters outcomes. The prioritisation of Targeted Youth Support developments will inform decisions about the allocation of resources and management capacity as the Supporting Young People strategy is progressed during 2009/10.

<p>Targeted Youth Support Aim: To secure the most effective inter-agency arrangements for early identification and intervention with the most vulnerable and at risk young people</p>	<p>Positive Activities Aim: To offer a diverse and dynamic programme of constructive leisure-time activities for young people to support their social, emotional and educational development</p>
<p>We will put in place:</p> <ul style="list-style-type: none"> • Continuous improvement of provision in Bath and North East Somerset against the 7 key delivery elements of Targeted Youth Support. This will set a high benchmark for the quality of local youth support for vulnerable young people and will form an integral element of local performance management of IYSS priorities. • Representation of youth support providers on integrated assessment panel arrangements in each local area – supported by strengthened inter-agency protocols to ensure robust early identification and intervention with vulnerable and at risk young people. • Individually-tailored programmes of targeted support for vulnerable young people coordinated by identified Lead Professionals within local Integrated Youth Support arrangements. This will see an increased emphasis on the coordination and reshaping of multi-agency working. New inter-agency protocols will ensure smooth transition into universal provision once primary needs have been addressed and risk reduced • Strengthening of the capability of universal services to identify young people at risk and to support young people as they are referred to colleagues for additional support 	<p>We will put in place:</p> <ul style="list-style-type: none"> • A coordinated Youth Offer which will detail for young people the full range of positive activities – including volunteering opportunities – through a range of information and access points. <i>The Youth Offer in Bath and North East Somerset will meet the statutory requirements of the Education & Inspections Act 2006 for the local authority to develop and promote a Youth Offer.</i> This will provide a focus for coordinating the planning and development of positive activity provision in Bath and North East Somerset across a wide range of providers within Children’s Services, Community Leisure, Schools, Colleges and the voluntary and independent sectors. • Positive activities including extensive opportunities for young people to gain recorded and accredited outcomes, contributing to their personal learning portfolios, the roll-out of the 14-19 strategy and reflecting the raising of the participation age to 18 by 2015. • The active involvement of young people in driving the design and planning of the Youth Offer. This will build on established participation arrangements within the Youth Service and will work to the Hear by Rights standards.

<p>Information, Advice & Guidance Aim: To offer a high standard of IAG and Careers Education to support young people in making positive and informed choices</p>	<p>Communities & Volunteering Aim: To offer a wide-range of accredited volunteering opportunities to support young people in making a positive contribution to the local community and to benefit their personal development</p>
<p>We will put in place:</p> <ul style="list-style-type: none"> • Connexions provision, in partnership with education providers and other organisations in Bath and North East Somerset, which continues to provide a high standard of IAG whilst meeting national targets and other statutory requirements. • Partnership IAG processes through which young people at risk of not engaging can be identified , worked with and if necessary referred on to targeted support programmes • A careers education IAG offer which will actively support rollout of the 14-19 strategy and new curriculum developments. • Connexions support as part of targeted youth support arrangements to ensure that vulnerable young people receive a high standard of IAG as part of a wider programme of support to address their needs. • Quality assurance processes which ensure that all IAG providers play a full part in ensuring that young people are fully prepared to make choices about their future 	<p>We will put in place:</p> <ul style="list-style-type: none"> • A coordinated programme of youth volunteering opportunities in Bath and North East Somerset spanning the full range of services from the public, private and voluntary sector. There will be an emphasis on the development of accredited volunteering opportunities to support young people’s education and learning. A database will be maintained to support these developments and will be linked to the Youth Offer information portal on Positive Activities. • There will be a coordinated approach to support the active involvement and participation of young people in the design, delivery and evaluation of integrated youth support services. Opportunities for participation will be linked to accredited programmes of learning and development for young people. Participation by young people will be based on the national Hear by Right standards. • Continue to build on our strong track record of young people’s active involvement in local democracy.

Leadership & Management

It is proposed that the four key elements of the IYSS framework will be most effectively coordinated through implementing an integrated model of leadership, management and professional practice which is closely aligned with Children's Services arrangements and within the overall framework of locality-based services. It is critical that a strong leadership and management model is in place by 2010 to maximise the impact and sustainability of the new arrangements. A set of questions are set out in *Appendix 3* to inform discussion and wider stakeholder consultation as emerging models for Bath and North East Somerset are developed. Key criteria for an effective model include the impact on quality of service for young people, demonstrating added value for money and adhering to the principle of building from established local strengths.

A review of emerging leadership arrangements for integrated youth support services across local authorities in England indicates that a wide variety of approaches are being adopted on a broad continuum. Models range from wholly integrated leadership and management with co-location of staff in integrated teams, through to a 'virtual' model where established organisational arrangements remain relatively unchanged with integration achieved through the development of inter-agency protocols and integrated processes. The common feature of these emerging models is that what works most effectively is primarily determined by the characteristics of local community need and builds on the established strengths of local organisations and partnership arrangements.

Whatever local leadership and management arrangements are eventually agreed for Bath and North East Somerset, it is proposed that the following key features will be included, building from current arrangements:

- Integrated governance through the Supporting Young People Board, accountable to the local Children's Trust arrangements
- An identified lead officer at Divisional Director level within the local authority to secure effective strategic oversight of the new arrangements across Children's Services.
- Identified senior leadership at Senior Manager level of the four core elements of the strategy: Positive Activities for Young People, Communities & Volunteering, Information, Advice and Guidance and Targeted Youth Support. This will include as a minimum a nominated senior manager with responsibility for the development and implementation plans for each element.
- A model for delivery through local teams which supports Team Managers in building the most effective multi-disciplinary models for supporting young people in a local area. Subject to local characteristics and the circumstances and resource capacity of individual teams it is proposed that strong consideration be given to developing co-located integrated youth

support teams as one component of a local delivery model. It is recognised that for economies of scale there are some services that will continue to operate from a single central location in the authority.

- An integral model of professional practice development will be built-into the structure and key processes of the new arrangements. This will be focused on the core elements of professional practice including Youth Work, Information, Advice and Guidance and areas of specialist practice. This will ensure that a high standard of professional practice and service quality is maintained within a multi-disciplinary working environment. There will be a particular focus on developing the skills set of leaders and managers responsible for multi-disciplinary teams. Strong links with the wider workforce development arrangements will be key to the successful implementation of this model.

5. Outline Implementation Plan 2009/10

The following Implementation Plan provides the basis for more detailed development plans linked to the four core elements of the IYSS model and a fifth plan relating to the leadership and management arrangements. These development plans will be a priority for completion by Task Groups under the leadership of nominated senior managers in early 2009 to support delivery of this strategy following wider consultation and formal approval.

Targeted Support: Lead Officer – YOT Manager

	Outcome	Action
1	<ul style="list-style-type: none"> Securing continuous improvement towards embedded practice against the seven key delivery elements of the Targeted Youth Support framework set out by DCSF/TDA. 	<ul style="list-style-type: none"> Quarterly monitoring of progress towards implementation using the criteria set out in the Targeted Youth Support self-assessment schedule in parallel with monitoring of performance against the key IYSS performance indicators.
2	<ul style="list-style-type: none"> Routine representation of youth support providers on integrated assessment panel arrangements in each local area – supported by strengthened inter-agency protocols to ensure robust early identification and intervention with vulnerable and at risk young people. 	<ul style="list-style-type: none"> Establish local agreement and supporting protocols to secure representation of Youth Support professionals on multi-agency panels
3	<ul style="list-style-type: none"> Individually-tailored programmes of targeted support for vulnerable young people coordinated by identified Lead Professionals within local Integrated Youth Support arrangements. This will see an increased emphasis on targeted work by Youth Work staff as part of a coordinated Inter-agency model. New inter-agency protocols will ensure smooth transition into universal provision once primary needs have been addressed and risk reduced 	<ul style="list-style-type: none"> Implementation of Targeted Youth Support pilot in Whiteway area from Spring 09. Consultancy support on development of delivery model and supporting protocols and practice arrangements
4	<ul style="list-style-type: none"> Strengthening the capability of universal services to 	<ul style="list-style-type: none"> Development work to be undertaken on the continuum

	<p>identify young people at risk, enhancing the ability of universal services to assess levels of vulnerability and support young people as they are referred to colleagues for additional support</p>	<p>of needs assessment from universal to targeted support. Link to CAF implementation and staff training and development implications</p>
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Positive Activities: Lead Officer – Principal Youth Officer

	Outcome	Action
1	<ul style="list-style-type: none"> A coordinated Youth Offer which will detail for young people the full range of positive activities – including volunteering opportunities – through a range of information and access points. <i>The Youth Offer in Bath and North East Somerset will meet the statutory requirements of the Education & Inspections Act 2006 for the local authority to develop and promote a Youth Offer.</i> This will provide a focus for coordinating the planning and development of positive activity provision in Bath and North East Somerset across a wide range of providers within Children’s Services, Community Leisure, Schools, Colleges and the voluntary and independent sectors. 	<ul style="list-style-type: none"> Coordination of information on full range of existing positive activities provision across Bath and North East Somerset Audit and gap analysis of current provision Consider commissioning of web-based options to complement established Bath and North East Somerset information access points
2	<ul style="list-style-type: none"> Positive activities including extensive opportunities for young people to gain recorded and accredited outcomes, contributing to their personal learning portfolios, the roll-out of the 14-19 strategy and reflecting the raising of the participation age to 18 by 2015. 	<ul style="list-style-type: none"> Phased development plan spanning local authority and partnership provision setting out the full range of positive activities towards 2010.
3	<ul style="list-style-type: none"> The active involvement of young people in driving the design and planning of the Youth Offer. This will build on established participation arrangements within the Youth Service and will work to the Hear by Rights standards. 	<ul style="list-style-type: none"> Young people’s planning group to be coordinated with support from Youth Service – to undertake audit/gap analysis; inform the planning of provision; design of Youth Offer information access points.

Information, Advice and Guidance: Lead Officer – IYSS Development Manager

	Outcome	Action
1	<ul style="list-style-type: none"> • Connexions provision, in partnership with education and training providers and other organisations in Bath and North East Somerset, which continues to provide a high standard of IAG whilst meeting national targets and other statutory requirements. 	<ul style="list-style-type: none"> • Sustained focus on reducing NEET and related performance indicators. Review of activity of Connexions and other partners within universal and preventative range.
2	<ul style="list-style-type: none"> • A careers education IAG offer which will actively support rollout of the 14-19 strategy and new curriculum developments. 	<ul style="list-style-type: none"> • Continuing to ensure that CEIAG aspects of the 14-19 Strategy /Education Action Plan and Connexions development plans are informed by 14-19 curriculum development activity in Bath and North East Somerset.
3	<ul style="list-style-type: none"> • IAG processes through which young people at risk of not engaging can be identified, worked with and if necessary referred on to targeted support programmes 	<ul style="list-style-type: none"> • Partners/groups/panels tasked to ensure that IAG processes link to preventative activities and enable referral to targeted support where appropriate
4	<ul style="list-style-type: none"> • Connexions support as part of targeted youth support arrangements to ensure that vulnerable young people receive a high standard of IAG as part of a wider programme of support to address their needs. • 	<ul style="list-style-type: none"> • Active involvement of Connexions within piloting arrangements for Targeted Youth Support (links to Action points 1-4 on TYS. Pg 19).
5	<ul style="list-style-type: none"> • Quality assurance processes which ensure that all IAG providers play a full part in ensuring that young people are fully prepared to make choices about their future • 	<ul style="list-style-type: none"> • The Local Authority through the 14-19 Strategic Board and the SYPB works with all IAG providers to implement quality Standards for Young People's Information, Advice and Guidance.

Communities & Volunteering: Lead Officer – Principal Youth Officer

	Outcome	Action
1	<ul style="list-style-type: none"> A coordinated programme of youth volunteering opportunities spanning the full range of services from the public, private and voluntary sector. There will be an emphasis on the development of accredited volunteering opportunities to support young people's education and learning. A database will be maintained to support these developments and will be linked to the Youth Offer information portal on Positive Activities. 	<ul style="list-style-type: none"> Audit and gap analysis of volunteering opportunities for young people Cross-reference of volunteering information to Youth Offer database Identification of cross-partnership lead body on coordination of youth volunteering
2	<ul style="list-style-type: none"> There will be a coordinated approach to support the active involvement and participation of young people in the design, delivery and evaluation of integrated youth support services. Opportunities for participation will be linked to accredited programmes of learning and development for young people. Participation by young people will be based on the national Hear by Right standards. 	<ul style="list-style-type: none"> The Youth Service will lead on the coordination of young people's active involvement to support this piece of work. (Linked to Action 3 under Positive Activities strand. Pg 19)
3	<ul style="list-style-type: none"> The local authority will continue to build on its strong track record of young people's active involvement in local democracy. 	<ul style="list-style-type: none"> Ongoing development of Youth Parliament and Youth Council arrangements with strengthening of links to wider IYSS developments

Leadership & Management: Lead Officer – Divisional Director

	Outcome	Action
1	<ul style="list-style-type: none"> • Confirm agreement on integrated leadership, management and delivery model for core youth support services 	<ul style="list-style-type: none"> • Consultation with SYPB & Children's Services Leadership Team • Development of Job Descriptions and grading of new posts • Formal staff consultation • Stakeholder and Young People's consultation
3	<ul style="list-style-type: none"> • Implementation of leadership and management arrangements 	<ul style="list-style-type: none"> • Phased implementation to minimise disruption to service delivery • Staff development & training plan to support implementation of new arrangements
4	<ul style="list-style-type: none"> • Implementation of integrated Youth Support Teams in local areas 	<ul style="list-style-type: none"> • Development of premises/infrastructure where required to support co-location • Staff development and training plan to support implementation of new arrangements

The table below outlines the delivery timescale for the first phase of IYSS implementation in support of the core elements of the new IYSS arrangements being in place by April 2010.

BATH AND NORTH EAST SOMERSET SUPPORTING YOUNG PEOPLE STRATEGY – IMPLEMENTATION OVERVIEW 2009-2010

Phase	Actions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PHASE 1 Consultation & Service Design	IYSS performance self assessment	→														
	Strategy consultation & sign-off	→														
	Task Groups to Finalise Development Plans on the 4 Youth Matters themes		→													
PHASE 2 Piloting & Phased Implementation	Targeted pilot development			→												
	Targeted pilot implementation		→													
	Youth Offer & Volunteering planning & development with young people		→													

Glossary of Terms

CAF	Common Assessment Framework
DCSF	Department of Children, Schools & Families
ECAF	Electronic Common Assessment Framework
EET	Education, Employment & Training
IAG	Information, Advice & Guidance
IYSS	Integrated Youth Support Services
KPI	Key Performance Indicator
LA	Local Authority
LAP	Local Area Partnership
LDD	Learning Difficulties & Disabilities
NEET	Not in Education, Employment & Training
PSA	Public Service Agreement
TDA	Training Development Agency
TYS	Targeted Youth Support
VFM	Value for Money
YOT	Youth Offending Team

Appendices

Appendix 1: Summary of headline findings from Joint Area Review (2007)

Strengths

- Agencies ambitious for young people in Bath and North East Somerset are good
- Work of 117 Project with young people on the edge of care
- Services to and outcomes for young people in care and care leavers
- Strong commitment to corporate parenting
- Children and young people are safeguarded and protected well by all agencies working together
- Work to tackle bullying in schools
- Teenage pregnancy rates are on course to meet government targets in 2010
- Participation of young people in reviewing services they receive and developing overall services
- Consultation and engagement with young people is good in most respects
- Good multi-agency support to young people with LDD and complex needs
- DAFBY
- Quality of youth service practice is good overall
- Good work to prevent young people offending
- Good work with and services to parents
- Project 28 – services to young people with drug or alcohol problems

Areas for improvement

- Reducing fixed term exclusions for young people in special schools
- Provision of suitable accommodation for vulnerable young people – care leavers, teenage parents, young people released from custody
- Use of bed and breakfast accommodation for vulnerable young people
- Services to unaccompanied asylum seeking minors
- Expand opportunities for young people with learning difficulties and/or disabilities to play, relax and develop social skills during school holidays
- Youth Centres should be more inclusive – esp re; girls/young women and young people with LDD
- Young people from BOME communities are over represented in criminal justice system, custodial settings, and in care, and drug alcohol treatment systems
- Offending rates of young people in care
- Limited information on children's services to BOME groups

- Consultation with BOME communities in order to understand their needs
- Need to develop the involvement of young people in evaluation and quality assurance of the services they receive – for example, youth service
- Need a greater focus on outcomes for young people using services
- Limited availability of youth service provision at weekends
- How well services meet the needs of vulnerable groups

Appendix 2

Risk Register

Risks directly associated with the implementation of the Supporting Young People Strategy will be incorporated into project management and reporting arrangements. This will complement established council risk management procedures for service areas immediately within scope of the strategy. Initial assessment of risk has highlighted the following areas related to the implementation of this strategy:

	Risk	Potential Impact	Mitigating Action	Current risk status
1	Failure to deliver project aims within proposed timescale	High. Failure to deliver will impact on securing VFM/efficiencies. Direct impact on outcomes for some customer groups where performance needs to improve. Adverse reputational impact for local authority & partners.	Detailed Project Plan with reporting arrangements to SYPB Board and wider accountability to Children's Trust arrangements. Reporting to include ongoing monitoring of local delivery against linked KPI's.	Medium
2	Change process and uncertainty amongst staff leads to adverse impact on quality and effectiveness of service delivery. Decline in recorded performance outcomes	High. Clarity of vision and engagement of staff is critical. A protracted period of uncertainty and open debate about the future of affected services will impact adversely on morale and staffing capacity.	Staff/Stakeholder communication & consultation built into project design. Timescale from Phase 1 to implementation has been minimised. Strong focus on staff engagement in development/service design.	Medium

3	Lack of stakeholder engagement & buy-in	High. Effective IYSS development is founded on strong multi-agency partnerships and customer participation. Failure to achieve this will affect the quality and sustainability of the IYSS offer and impact on current performance.	Strengthened SYPB Board as accountable body. Staff/Stakeholder consultation & communication built into project. Early focus on integrating operational arrangements.	Medium
4	Insufficient capacity to progress project priorities	High. This is an ambitious change project which requires clear identification of staffing capacity and resources across the partnership.	Development of SYPB Board Member lead roles. 'Mainstreaming' of IYSS project activity as core business of relevant staff. Resource capacity will form element of routine project monitoring. Consultancy input commissioned for initial development phase.	Medium
5	Impact on existing partnerships and contracts which are efficient and effective	Failure to meet needs of young people, to meet targets and statutory requirements	IYSS strategy to build on established strengths and key actions informed by local performance assessment. Existing work needs to be acknowledged and delivery plans and specifications noted.	Medium