



**Tameside
Children and Young People
Strategic Partnership**

INTEGRATED YOUTH SUPPORT SERVICES STRATEGY

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Integrated Youth Support Services Strategy

1. Introduction and Background

In July 2005, the green paper **Youth Matters** set out proposals to improve outcomes for 13-19 year olds stating that young people should have:

- more things to do & places to go with more choice & influence over what is available;
- more opportunity to volunteer and contribute to local communities;
- better information, advice & guidance on issues that matter to them, delivered in the way they want to receive it;
- better support when they need extra help to deal with problems

Youth Matters – Next Steps, published in March 2006, produced the largest response to any government consultation from young people. It set out the vision for empowering young people, giving them “somewhere to go, something to do & someone to talk to”. It was, in effect, *Every Child Matters*, for Teenagers. The reforms outlined proposed a radical reshaping of services for teenagers, with more intensive support for those who need it, - shifting from intervention to prevention services. It envisaged working together more effectively to support youth development, to deliver a personalised, early response to the problems teenagers face. These reforms are encapsulated in the framework for **Integrated Youth Support Services**.

Youth Matters – Next Steps, and therefore, Integrated Youth Support Services, sits alongside other reforms for teenagers outlined for example in the 14-19 Agenda reform, including Diplomas; the Extended Schools’ Core Offer, particularly the Swift & Easy Referral to support; Personalised Learning, and other reforms of learning, e.g. Social and Emotional Aspects of Learning (SEALS). The Green Paper, Raising Expectations: Staying in Education and Training, states that integrated youth support services are an essential part of the drive to enable young people to remain in learning and the successful delivery of 14-19 reform. Planning must ensure that 14-19 reforms and youth matters implementation are mutually reinforcing.

The concept of Integrated Youth Support Services is entirely congruent with the development and approaches that have been pursued, as part of the *Every Child Matters, Change for Children* agenda, in Tameside. As such, there should be a consistency in the methodology and a familiar resonance with existing processes. This will secure a whole system approach to service provision for teenagers, within the 0-19 continuum. This is what Tameside wants to provide for its young people.

Developing Integrated Youth Support Services is clearly signalled in the Children & Young ’s Plan 2007 – 2010 The CYP Plan provides the overall strategic framework for the provision of services to children, young people and families in Tameside. It sets out the plans for achieving integrated services, supported by joint working arrangements, and for achieving improved access and earlier intervention when support for children & young people is required. Developing Integrated Youth Support Services is identified In the CYP Plan as one of the underpinning, cross cutting strategies that will support the achievement in improving outcomes for all children and young people in the borough.

2. What we know about 13 to 19 Year olds in Tameside

The following “snapshot” statistics seek to outline some of the context relating to teenagers in the borough:

- There are over 21,000 young people aged 13-19 living in Tameside
- Nearly 3,300 young people completed Year 11 in schools in the borough in 2007
- Over 70% of Year 8 & 10 said they were involved in helping family and friends
- Over three-quarters of the 2007 Year 11 students went on to college / 6th form education
- Nearly 14% went into jobs or training after completing Year 11
- Almost 89% of the borough’s 16-19 year olds are in education, employment or training (EET)
- Nearly 14% of young people living in Longdendale Ward are NEET – not in education, employment or training
- Approximately 250 16-19 year olds are young mothers
- 2.5% of 16-18 year olds' activity status is unknown
- 96% of 16-19 year olds from BME heritage are in education, employment or training (EET)
- Fewer than 260 Year 11 leavers were NEET – not in education, employment 3 months after leaving school
- Almost 93% of 16-18s living in Hyde Werneth Ward are in education, training or employment
- Over 25% of pupils in Years 8 & 10 were involved in volunteering their time - helping elderly, disabled or people who were ill
- Over 22% of those 16-18 year olds whose activity is unknown live in St Peter’s Ward
- 80% of 16-19s with learning difficulties or disabilities are in EET
- Around 150 young people are supervised by the Youth Offending Team at any 1 time
- Almost 58% of 16-19 year old care leavers are in EET / involved in personal development activities

3. Integrated Youth Support Services (IYSS)

What is IYSS?

In April 2007, Government provided outline guidance in a letter that accompanied the launch of the Targeted Youth Support Guide (TYS). This letter sought to explain how Targeted Youth Support (TYS) “fit” with Integrated Youth Support Services.

*“IYSS is about providing services to **all** young people according to their needs. It includes universal access to information, advice & guidance (IAG) on education, health & lifestyle issues and to positive activities and personal development opportunities, alongside more targeted work with those at risk of poor outcomes. The development of good quality IYSS is seen as critical to the achievement of the new suite of next generation PSAs and indicators being drawn up as the “Pathways to Success” Youth PSA”.*

The guidance reiterates that the original rationale for integration, as outlined in **Youth Matters**, was for all agencies & services working with young people, including the LSC & PCTs, to integrate their work around the needs of all young people.

The approach to this strategy will be the same as the other approaches within Tameside. The principles are the same for 13-19 year olds as for younger children. Overall, Integrated Youth Support Services is driven by the same principles of *Every Child Matters* reform – interagency governance, integrated strategy, integrated processes and integrated frontline delivery – with the same focus on outcomes and users.

In practical terms this involves

- Young people’s needs & aspirations being at the heart of the local offer & their active involvement
- Young people being fully aware of opportunities and support services available to them – there should be no wrong door
- recognition that young people move in and out of risk & the need for preventative approaches.
- integration of the planning, commissioning and delivery of local services across public, private & 3rd sectors, to build a strong local market for young peoples’ services.
- IYSS being planned & delivered alongside complimentary policies such as Sure Start Children’s Centres and extended schools.
- recognising transition points, particularly at the boundaries pre –11, age 16 and post 19

The YYS Guide, along with the new Information Advice and Guidance (IAG) Standards, published in Summer 2007 and the statutory guidance on Promoting Positive Activities, is seen as the basis for IYSS. These elements sit alongside the existing statutory orders, outlined below, which the guidance letter reiterated, relating to the provision of the Connexions Service and the services that it delivers.

Statutory Duties

The statutory duties should govern how integrated youth support services are implemented:

- To co-operate to improve the wellbeing of children and young people [Section 10, Children Act 2004]
- To safeguard and promote the welfare of children and young people [Section 1, Children’s Act 2004]

- To ensure that careers services are provided for school and college students [Section 8, Employment and Training Act 1973 amended by the TU Reform Employment Rights Act 1993]
- To secure the provision of services which encourage, enable or assist effective participation of young people in education or training [Section 114, Learning and Skills Act 2000]
- To assess young people with learning difficulties and disabilities [Section 140, Learning and Skills Act 2000]
- To secure young people's access to positive leisure time activities, taking account of young people's views and publicising up- to- date information about the activities and facilities available [Education and Inspections Bill 2006]

Source: **DfES letter to Local Authorities re IYSS April 2007**

4. IYSS Strategy: Aims and Objectives

Aim

Tameside's mission is to promote and achieve better outcomes for all. Our vision is of a just and harmonious society, of which children and young people are valued respected members; supported and encouraged as they grow up by their parents, friends, and family but also by other adults in the community. Encouraged to aim high but also to learn from mistakes as they grow into and through adolescence, they will be increasingly able to participate in decisions that affect their lives and those of others so that young people have a positive, safe and rewarding experience in their teenage years, and to make a successful transition to adulthood by achieving their full potential.

Objectives

- i) To improve opportunities for young people, particularly those at risk of poor outcomes, to develop their social and emotional skills through positive activities and informal learning.
- ii) To provide information advice and guidance that enables young people and their families to make positive choices about learning, raise their aspirations and equip them to make safe and informed decisions about sexual health and substance misuse.
- iii) To encourage young people to talk openly about issues such as relationships and risk taking behaviour.
- iv) To develop more effective methods to identify teenagers at risk of poor outcomes so that work can take place with them and their families to prevent a problem from becoming a crisis.
- v) To enable all young people, but particularly those at risk of poor outcomes, to have a real influence over provision and be actively involved in delivery.
- vi) To make the resources (e.g. staff and buildings) easily accessible for young people at the point of need.
- vii) To use common processes to reduce duplication of effort by practitioners and prevent young people from being passed between agencies.

Underlying principles

- Young people are actively involved and engaged in the planning, design and delivery of IYSS.
- The five Every Child Matters Outcomes – (*Be Healthy, Stay Safe, Enjoy & Achieve, Make a Positive Contribution and Achieve Economic Wellbeing*)
- Integrated and coherent management structures, to include joint planning.
- Standardised ways of working that includes common assessment, shared core competencies and targets.
- Effective information sharing between agencies.
- Promoting services to all young people in a way that is clear and understandable.
- Parity of esteem between services.

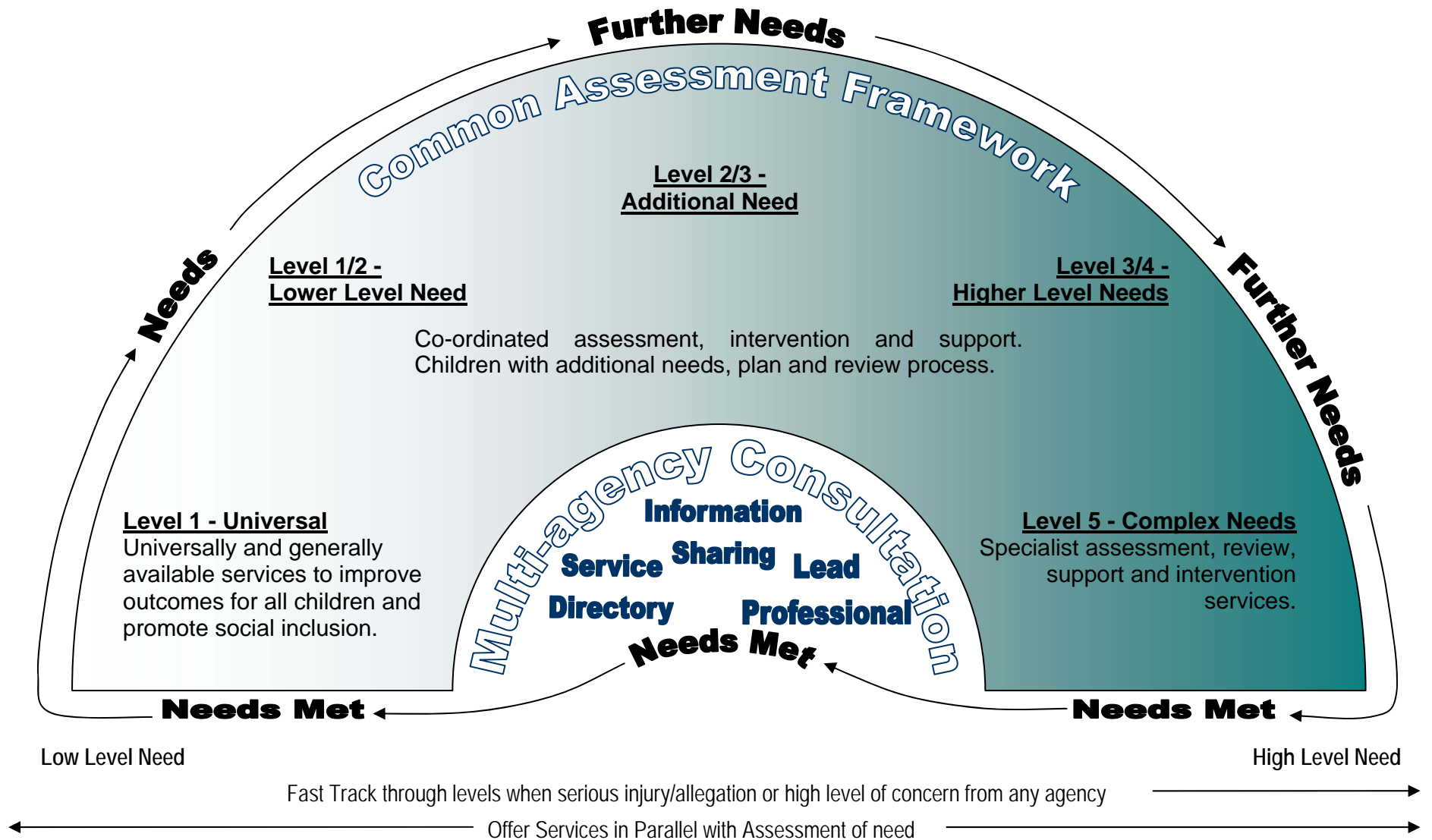
5. Tameside Children's Needs Framework

It is important to locate IYSS within already developed systems for integration and common processes in the Borough and recognise the relationship between them, so that it is clear that IYSS is part of the same direction of travel.

Tameside Children's Needs Framework is a key part of the strategy to shift the focus from dealing with the consequences of difficulties in children's lives to preventing things from going wrong in the first place and helping children achieve the 5 outcomes.

The Children's Needs Framework is complementary to the Safeguarding Children Framework. The Children's Needs framework provides a common approach to identifying and describing levels of need for children and young people. It has been developed for use by practitioners to support joint working and communication between all agencies. It supports earlier intervention by providing a tool to identify needs at the earliest opportunity. It also provides a consistent approach to co-ordinating services through the use of the Common Assessment Framework, the lead professional role and child and family meetings. JASPER (Joint Assessment System for Prevention and Early Referral), that will become *Contactpoint*, enables practitioners to record their involvement on an electronic system available to the main childcare agencies in Tameside, thus speeding up effective communication and co-ordination of services.

Tameside's Children's Needs Framework



6. The Four Elements of IYSS

i) Information, Advice and Guidance (IAG)

In order for young people to make well-informed, realistic decisions and manage successful transitions into positive destinations there is a need for high quality IAG. This includes:

- The provision of accurate, up-to-date and objective information about personal and lifestyle issues, learning and career opportunities, progression routes, choices, where to find help and advice, and how to access it.
- The provision of advice through activities that help young people to gather, understand and interpret information and apply it to their own situation.
- The provision of impartial guidance and specialist support to help young people understand themselves and their needs, confront barriers, resolve conflicts, develop new perspectives and make progress.

(Source: Quality Standards for Young People's IAG DCSF 2007)

From April 2008 responsibility for commissioning IAG services for young people sits with the Local Authority. Young people are defined as those aged 11 to 19 (or 24 in the case of those young adults with learning difficulties and/or disabilities). The new Quality Standards for Young People's IAG define the expectations of the service that Local Authorities should make sure is available to young people.

These standards apply to the whole raft of IAG provided to teenagers by a range of youth advice and support services and sit within the Children and Young People's Strategic Partnership's orbit. They are for use by:

- learning providers (including schools, colleges and work based training providers),
- external information, advice and guidance providers i.e. Connexions services, voluntary and community service organisations and all other private organisations working under contract to the local authority), and
- users of information, advice and guidance services.

The 14 –19 Strategic Partnership is funding an audit of the provision of IAG in schools and colleges in the borough in order to establish a baseline against the Standards for each institution. The audits are being carried out by Better Choices Development Managers and include the provision & contribution made by Connexions Tameside PAs.

The standards have similarities to the *You're Welcome* quality criteria that set out principles to help health services be more young people friendly. These standards are being trialled by a small number of health service providers in the borough, as part of a regional pilot under the auspices of regional Teenage Pregnancy Unit leads. Work is in progress to map across these 2 sets of standards applicable to young people's services.

The Tameside Public Information Strategy Group is also looking to produce guidance on standards and quality of information, advice and guidance delivered by Services for Children and Young people in the borough.

IAG will be effective if the following is in place:

- The Quality Standards for Young People's IAG are being adhered to,
- A high quality Connexions Service which is adaptable and responds to need,

- Strong Local Authority support for 14-19 developments,
- Curriculum support delivered through the statutory subject – Personal, Social, Health and Economic Education.

From September 2008 the subject will consist of two areas of study - Economic and Personal Well Being.

Personal Well Being will look at personal identity, healthy lifestyles and relationships. Economic Well Being will look at the global economy and how businesses work, the qualities and skills needed for adult working life and how to manage money. Topics covered within Economic Well Being include careers education, enterprise, work related learning and financial capability.

ii) Positive Activities

The Green Paper, *Raising Expectations: Staying in Education and Training* aims to provide young people with a wider offer of opportunities that respond directly to their needs and wishes. The challenge is to provide a diverse menu of positive activities outside school that build skills and attitudes that support learning and young people's wider development.

Legislation came into force in January 2007 for Local authorities to secure access for young people in their area to sufficient educational and recreational positive leisure - time activities that promote young people's personal and social development. The Act also places new responsibilities on local authorities to secure access to sufficient youth work activities, introducing new national standards - the Youth Offer:

- Two hours per week of sporting activity including formal and informal team sports and other activities such as outdoor adventure, aerobics and dance.
- Two hours per week of constructive activities in clubs, youth groups and classes. This might include: young people's own hobbies and interests; personal, social and spiritual development activities; study support; activities encouraging creativity, innovation and enterprise; and residential opportunities.

Positive activities should include a range of challenging and exciting opportunities which are:

- Safe and enjoyable places to spend time;
- Enriching and fun experiences such as arts, music, or sports events;
- Outdoor activities such as rock climbing, canoeing, sailing etc;
- Positive activities that have long term benefits for young people such as clubs, libraries and museums

There is an overlap between both sorts of positive activity, but the Local Authority must ensure that it secures access for young people to both. The Local Authority is not expected to provide all of these activities, but to ensure they are available, commissioning from the voluntary or private sector if necessary.

There is a Local Authority duty to publicise activities, including having a directory and using a variety of media to do so; with a requirement to agree with young people what provision should be available. The Service Information Directory has been reshaped to provide the requirements for the directory for positive activities and with links to a range of other locally focussed online information resources for young people.

The publication of *Aiming high for young people: a 10 year strategy for positive activities*, in July 2007 gave further impetus to the ambitions, by identifying continued and new funding to support the development of improved youth facilities and the

expansion of voluntary and community sector organisations, with a proven track record, in providing services and activities to young people.

iii) Community and Volunteering

The challenge is to encourage young people to volunteer and become involved in their communities, linked to other initiatives aimed at promoting active citizenship and community engagement of and by young people.

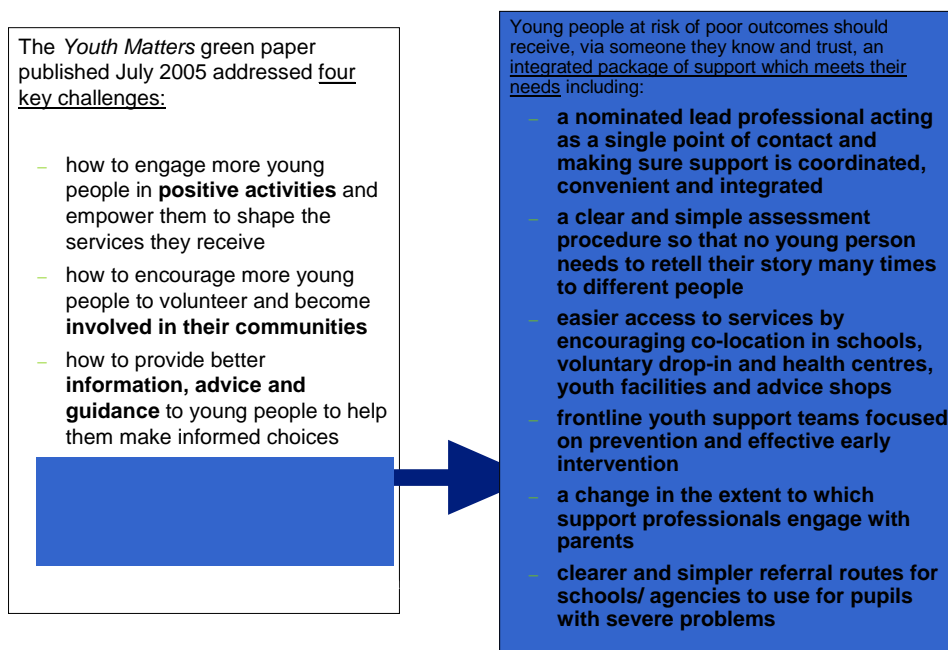
Information from the data collected from the “Tell Us 2” Survey of Tameside young people, conducted in 2007 shows that volunteering is happening – over 25% of young people in Years 8 & 10 involved in the survey had either helped an elderly, disabled or sick person, or done something to help a neighbour or someone in the local area. Over 70% had helped family and friends.

Following the Russell Commission report on youth action and engagement in 2006, the Government established ‘V’, a charity tasked with reaching the target of one million new young volunteers over the next five years. ‘V’ is responsible for administering the new National Youth Volunteering Programme, with over £70 million over three years to transform the face of youth volunteering in England. Funding has been secured from V from April 2008, for the development of youth volunteering in the borough, through a bid led by Salford Foundation, which will work with T3SC and the Volunteer Bureau.

Tameside MBC is currently providing funding for a post at within Tameside Third Sector Coalition (T3SC), that is aiming to develop the capacity of the voluntary sector to contribute to the delivery of services.

iv) Targeted Youth Support (TYS)

The diagram below shows IYSS and where TYS, the 4th element, fits:

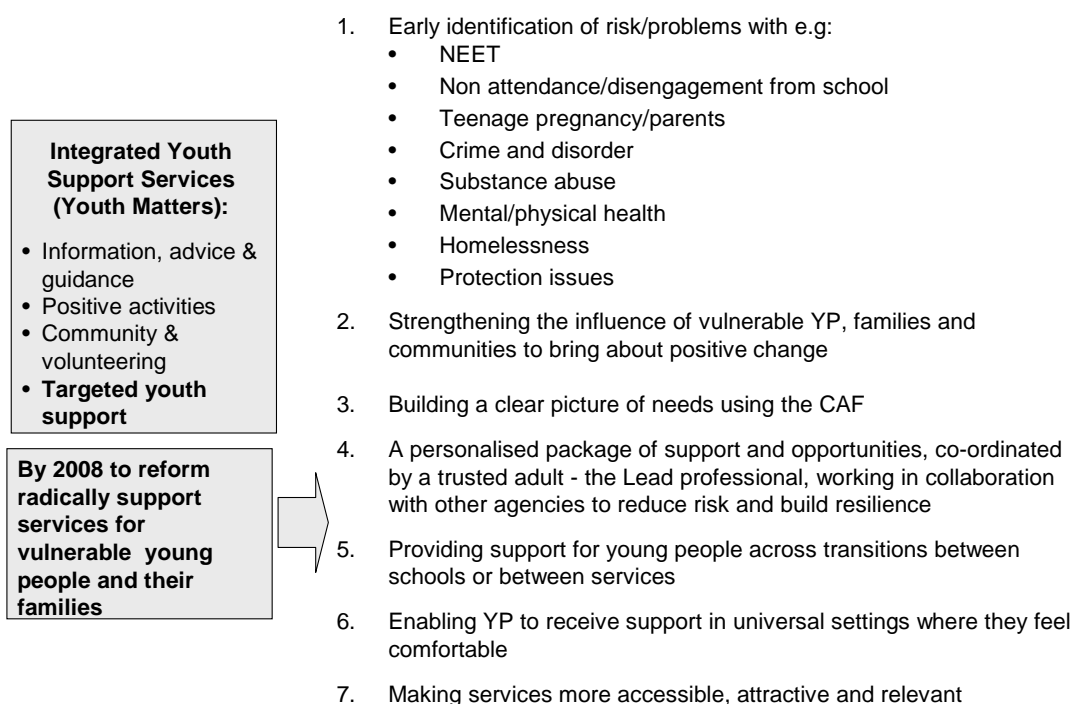


All young people will benefit from accessing IAG, Positive Activities and Community and Volunteering. However, at times some young people will need to access additional support to ensure there can reach their full potential.

A central aim of TYS is to help young people at risk of poor outcomes to address their difficulties as soon as possible and prevent their problems escalating. This may mean working with young people who do not meet traditional thresholds for statutory or specialist services, but who, without help, are at future risk of further problems such as substance misuse, youth offending, teenage pregnancy and homelessness. Whenever appropriate, TYS should help these young people to settle back into and thrive in universal settings as soon as possible, avoiding a spiralling of need.

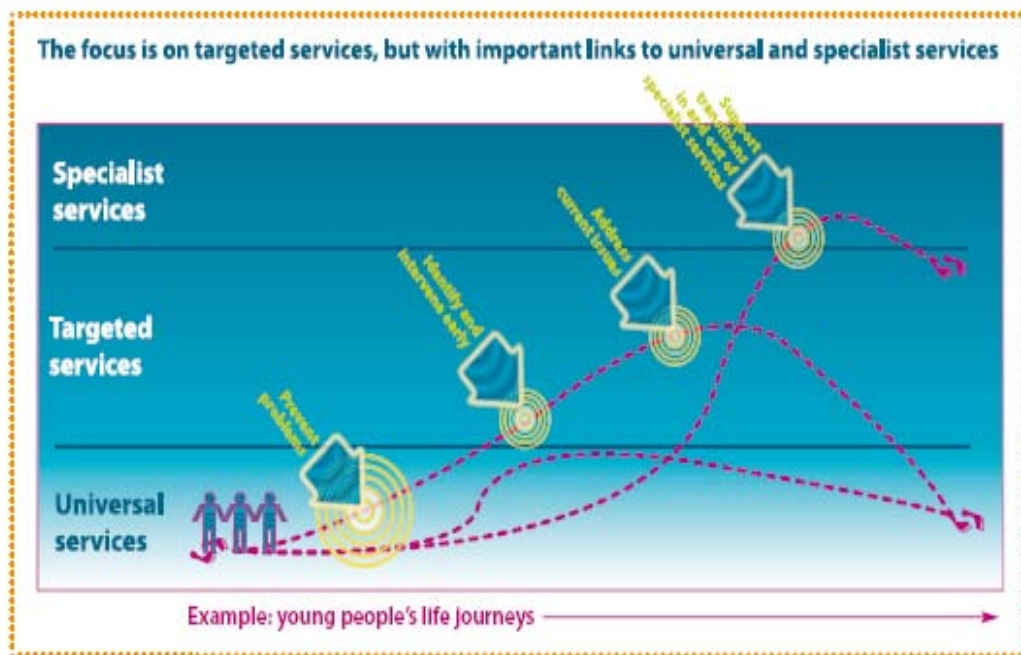
The government's TYS vision includes **seven** key elements:

Source From Targeted Youth Support- A Guide DfES 2007



From Targeted Youth Support- A Guide DfES 2007

TYS reform will build on the best of existing targeted services and good practice and brings coherence to the planning, commissioning and delivery of services for vulnerable teenagers. This helps increase consistency and understanding across agencies, reduce duplication and identify gaps. This will improve outcomes for young people and their experience of using services.



From Targeted Youth Support- A Guide DfES 2007

For TYS to work effectively, the following needs to be in place:

- An effective mechanism to detect need at an early stage. At the moment we have a number in place, e.g. the Early Intervention group and the early identification / vulnerable “child picker” prototype.
- More effective use of a wider range of support staff who young people may have positive relationships with e.g. learning mentors;
- Awareness raising of factors which may contribute to young people becoming NEET and greater resource for NEET prevention work;
- Innovative approaches for agencies to work together;
- Common processes, including embedding the lead professional role;
- Joint training, awareness of roles and responsibilities and understanding of core competencies;
- Shared targets;
- Effective information sharing between agencies.

The government expects TYS to be in place across the borough by December 2008. However, there is no specific date expressed for the implementation of the other three elements of Integrated Youth Support Services.

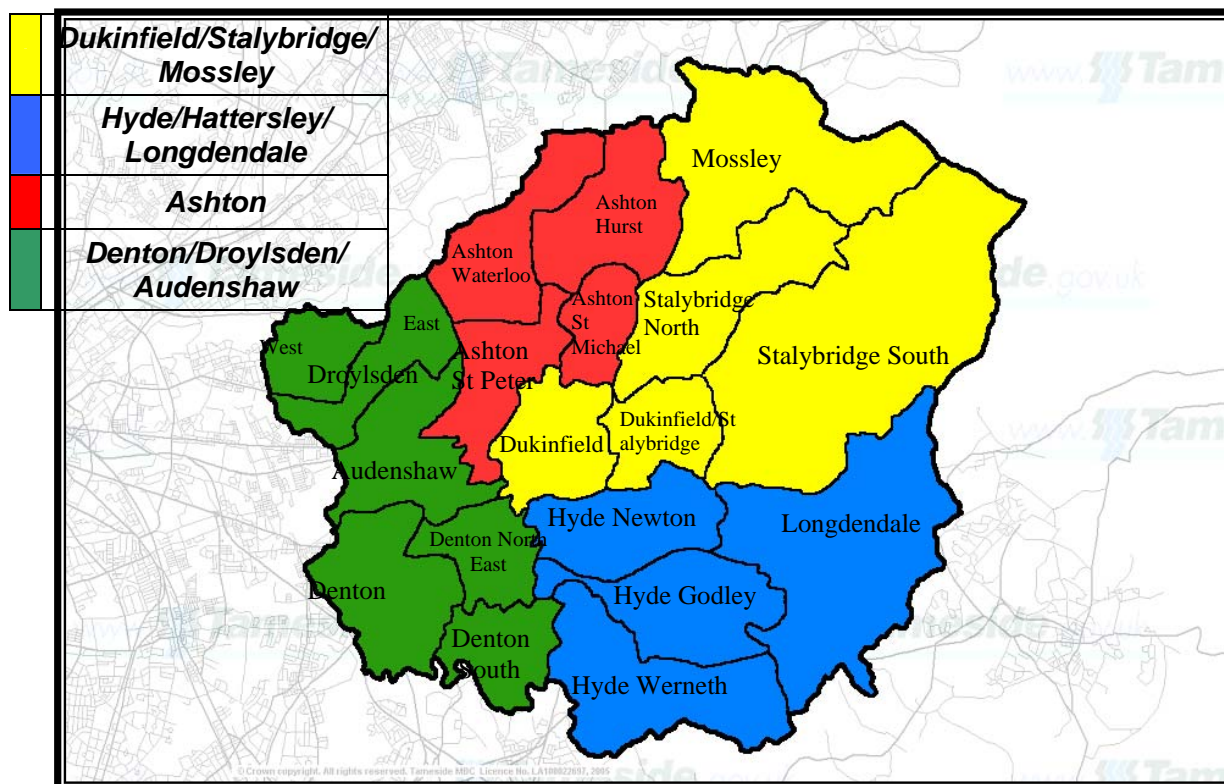
7. Supporting Structures

Leadership and Management

Area Working

Tameside has already been divided into 4 areas for the purposes of providing services. Whilst Tameside is only a small borough we have approx 50,000 0-19 year olds, 100 schools and about 4,000 people working with children and young people in a paid or voluntary capacity. Clustering services into 4 areas means that most services can be provided locally, with children's centres, schools and primary care services at the heart of them. It means that practitioners are more likely to get to know each other, thus ensuring smoother service provision and seamless transitions. It also means that local needs can be identified more effectively through area working and consultation arrangements.

This established way of working is being used to develop the approach to TYS within the IYSS framework. It will place the young person at the heart of the process, not organisations or services, but will seek the views of young people, to ensure that they have access to support where they feel it is best delivered and in locations or settings that they feel best meet their needs and are age appropriate.



8. How Tameside is addressing Integrated Youth Support Services elements

IAG

Universal

- Quality Standards for Young People's IAG exist and have been launched – to schools & colleges
- 14-19 has commissioned Better Choices to support schools & colleges in their curriculum development; Audits of schools' & colleges' position v the IAG Standards in progress
- Your Choice In Tameside (Tameside online prospectus) Booklets are in schools and website is promoted and used
- Authority led 14-19 developments -
 - Curriculum Network
 - Diploma Consortium (inc IAG subgroup)
 - Guidance Forum
- Connexions PA access for all 13 -19s (PA linked to every school, PRU, college, alternative project and out of school pre 16); PA linked to all e2e providers and to all WBL in borough
- Retention Officers employed in colleges; Learning Mentors in schools
- Information support and consultancy for all schools and colleges provided by Better Choices
- Model of Extended schools & services in place
- Open access Connexions Centres and other youth support & advice services available for specific topics, e.g. drugs and alcohol; sexual health etc. with signposting arrangements
- Public information Strategy Group is looking at guidance on standards for IAG for the range of services for children & young people across the borough with a possible kitemarking approach

In addition to this those young people at risk of poor outcomes will also receive

- Regular case conferences between agencies and staff working with individuals
- Specific NEET prevention PAs working in schools which have had high NEET figures

Positive Activities

Universal

- Service Information Directory extending content & coverage to meet young peoples' information needs
- "What's On" magazine, sent to all schools
- Youth Service core provision in localities
- Youth Opportunity and Youth Capital funds involve young people in making applications and selecting projects for funding

In addition to this those young people at risk of poor outcomes will also receive

- Positive Activities for Young People provision for those at risk
- Multi agency teams / panels in each locality to promote activities to assist re-engagement
- One to One support, data base of what's available (for staff)

- Youth Service awareness raising/ promotion in schools and improve links with voluntary sector
- Local Authority to act as broker for activities e.g. Sports Development work with the Youth Offending Team to provide positive activities and alternative provision

Volunteering

Universal

- Service Information Directory & Connexions website
- Youth service working with T3SC to develop relationships with voluntary sector organisations
- Volunteer Bureau well placed to consider & develop youth volunteering
- Funding secured via Salford Foundation for T3SC from “V” charity to develop volunteering with young people

Consideration will need to be given as to how to develop volunteering that will engage those **at risk of poor outcomes** – the new V funded project should be used to address this development need.

Targeted Youth Support

TYS is focussed on young people at risk of poor outcomes; however, the “universal” aspects applied here are in the form of common processes;

- CAF is used as the common form of communication
- All schools’ management information is collated by the local authority to predict children who may be at risk of disaffection so targeted work can be considered
- Adherence to the Tameside Children’s Needs Framework
- Use of JASPER/ Contactpoint

Examples of activity against the 7 key elements if YYS include:

- Preventing NEET from Y11 project
- Teens& Toddlers programme
- Peer education on sexual health and the realities of parenthood, delivered by teen parents with Y10s
- YOT Prevention Team
- BEST Team
- Branching Out substance misuse service & use of the screening & assessment tool by schools and partner agencies
- Jointly commissioned Young Person’s Mental Health Team
- Peer education in schools on homelessness & housing risk
- Regeneration areas’ focus through the young people’s groups – in Hattersley; Haughton Green; Ridgehill and the activities & provision made by SPY
- Positive Activities for Young People programme and keyworker provision for young people identified by the multi-agency EIG
- @ No. 31 the Ashton Young People’s Services co-location, with Connexions adjacent
- SEALS provision in schools
- Engagement activity with young offenders through youth worker & sports development secondments

Underpinning all the approaches outlined above is work with young people and their families to help shape services.

Involving Young People

Young people are involved and engaged in the planning, design and delivery of services by:

- Consultation & surveys e.g. *Tell Us* questionnaire; Y10 health & attitude survey
- Schools Councils
- Consultation events - BSF development
- Participation Network joint actions to coordinate consultation and feed views into CYPSP to inform planning
- NCH participation project
- Scrutiny Panel consultations
- Learner Voice work in schools/ colleges
- Placing services in schools via the extended schools network
- Formally involving young people in service reviews, e.g. Supporting People Homelessness Strategy
- Move to online provision e.g. www.yourchoiceintameside.com

Involving Families and the wider Community

Parents and families are supported to help their children by:

- Actions outlined in the Parenting Strategy
- Parents groups as sources of support and to raise awareness of the needs of young people.
- Information to parents, via leaflets, parents evenings and 1:1 support
- Development of more coordinated informal support to parents, alongside bespoke parenting courses

Draft Action Plan

Action	By Who	By When	Success Indicators
<u>Information Sharing</u>			
<ul style="list-style-type: none"> Formalise information sharing & ensure staff have had training in information sharing protocols, are aware of them and how to use them i.e. know what to share and what not to (Levels1-3) 	Heads of Service	July 2008	
<ul style="list-style-type: none"> Common processes, including extending the recording of involvement using Jasper 			All services know how to access information via JASPER
<ul style="list-style-type: none"> Use existing information more effectively to ensure seamless support 			
<ul style="list-style-type: none"> Build on systematic collection and analysis of performance data at area level to better target services and resources 	Heads of service (using Management Information)	July 2008	Planning to include cross cutting targets for a range of appropriate services. Use of Personalisation Planner tool.
<ul style="list-style-type: none"> Improve mechanisms between Education Welfare and post 16 services 	Education Welfare and Connexions / YOS	Dec 2008	Seamless support for young people.
<u>Models of Delivery</u>			
<ul style="list-style-type: none"> Children's Centres as a focus for provision of targeted work in universal settings 	Cheryl Eastwood and Lucy Davies	July 2008	Adoption of part/ all of model
<ul style="list-style-type: none"> Explore opportunities to develop new ways of commissioning early intervention services. 	Heads of Service (inc Heads)	Dec 2008	Jointly funded multi disciplinary teams which enhance all services for young people
<ul style="list-style-type: none"> Ensure the Workforce Development Strategy takes account of IYSS development 	Kathryn Schofield		Strategy refers to and recognises IYSS

Action	By Who	By When	Success Indicators
<u>Provision Directory</u>			
<ul style="list-style-type: none"> Explore co-ordination of the way external agencies contribute to the personal well being curriculum e.g. peer education projects so all know what is available 	Local authority/ heads of Service (inc Heads)	Dec 2008	
<ul style="list-style-type: none"> Work with voluntary organisations, including the Volunteer Bureau, to expand and widen services to young people. 	Local authority and existing Tameside volunteer bureau.	Dec 2008	Expansion of opportunities for youth volunteering
<ul style="list-style-type: none"> Better targeting of young people to activities that are available to them. 			Targeted young people are engaged in activities
<u>Young People's Offer</u>			
<ul style="list-style-type: none"> Improve information to young people about what services are available to them; continue to develop online presence for young people's service/information provision 	Local authority	Dec 2008	Young people know what to expect from schools/ service etc e.g. websites, SID
<u>Organisational Changes</u>			
<ul style="list-style-type: none"> Link targets together so all services are working to similar to common goals i.e. Cross cutting targets 	Heads of Service- follows on from data collection/ analysis	Dec 2008	Institutional awareness/ understanding of commonalities and acceptance of difference
<ul style="list-style-type: none"> Develop an early intervention mechanism so that young people can be supported before problems become critical 			
<ul style="list-style-type: none"> Schools to Identify the additional support needs of their pupils who are educated off site / taking part in alternative/personalised learning provision 	Local authority and Heads	Dec 2008	Wider range of support mechanisms being available and young people know how to access them.

Action	By Who	By When	Success Indicators
<u>Common Processes</u>			
<ul style="list-style-type: none"> Continue to embed all common processes e.g. common assessment, Child & Family meetings & the role of the lead professional 	Local authority / Heads of Service		Young people are supported with minimum duplication and maximum impact using common levels of support and use of consistent terminology and language.
<ul style="list-style-type: none"> All services to know what is available so that the roles and responsibilities of practitioners are clear. 	Heads of Service	Dec 2008	Better understanding of roles by staff (and how services link together).
<ul style="list-style-type: none"> Design an induction programme for delivery to all new members of staff as part of common Induction process 	Workforce Development		New staff are aware of services and support available to young people
<ul style="list-style-type: none"> Produce a Tameside specific IAG standard that is drawn from the Quality Standards for Young People's IAG and the You're Welcome quality criteria 	Better Choices; Public Information Strategy Group Teenage Pregnancy Strategy	Sept 2008	Awareness of new standard and how it links to other relevant standards.
<ul style="list-style-type: none"> Use the CAF to replace existing inter service referral systems 	All staff working with young people	July 2008	Reduction in referrals. Seamless service for young people
<ul style="list-style-type: none"> Enable schools to recognise risk factors that can identify when a young person starts to require additional support providing swift access to draw in external help when needed 	Local authority	Dec 2008	A wider range of staff to involve services or multi agency panels/ teams. Key staff include e.g. learning mentors
<ul style="list-style-type: none"> Ensure services work with parents and carers to promote resilience within their children and raise awareness of factors that can prevent them reaching their full potential. 	All		Parents enabled to support their children to remain in learning.

Action	By Who	By When	Success Indicators
<ul style="list-style-type: none"> Consult existing parents groups on common approaches to identifying need. 			
<p><u>Location of services</u></p>			
<ul style="list-style-type: none"> Continue with the development of Clarence Arcade campus in Ashton into a 'One Stop Shop' of young people's services. 	Connexions, Youth Offending Team, Branching Out, Mental Health Team; Teenage Pregnancy, Leaving Care Service Housing Support; Sexual Health Service	In operation	Young people being able to visit one location and receive a range of services
<ul style="list-style-type: none"> Complete review of multi-agency panels and referral processes to establish common criteria; consider operation within locality areas 	Head of Service (inc Heads)	Dec 2008	Identifiable teams of staff from a range of services working in multi agency groups
<ul style="list-style-type: none"> Explore ways of providing more services in universal settings, taking account of the views of young people 	Extended schools lead, Head teachers Head of Service	Ongoing	Services available at a wider range of locations