

REPORT TO: CABINET MEMBER FOR EDUCATION CHILDREN AND YOUNG PEOPLE

DATE: 9 March 2009

REPORT FROM: Andrew Olive – Interim Head of Learning and Achievement

WRITTEN BY: Sharon George – Head Of Integrated Youth Support Services

REPORT TITLE: Implementation Of Integrated Youth Support Services

1 Purpose of Report

- 1.1 To inform the Cabinet Member of the progress, process, scope and timeline of the review of services in preparation for the implementation of integrated youth support services (IYSS) in April 2009.

2 Recommendation(s)

- 2.1 The Cabinet Member endorses the structure and delivery model for IYSS, which will take effect from April 2009.
- 2.2 The Cabinet Member receives a further report on the implementation of the service and its impact in 6 months time.

3 Background

- 3.1 Portsmouth City Council is leading the development of integrated youth support services and targeted youth support in Portsmouth. In July 2008 the Cabinet Member and The Employment Committee approved the process, scope and timeline of the review. This crucial provision is overseen by the Children and Young People's Strategic Partnership.

- 3.2 The national and local contexts for IYSS are described below.

3.3 National Requirements

Youth Matters (2005) and Youth Matters Next Steps (2006), along with Section six of the Education and Inspections Act 2006 outline the government's expectation that local authorities will work with partners in all sectors to develop integrated youth support services (IYSS). It is expected that there will be integrated planning, commissioning and delivery of services for young people in relation to three key inter-dependent aspects of provision:

- Positive activities: consisting of things to do and places to go, including educational, cultural and recreational activities; sports, constructive activities and volunteering
- Targeted youth support (TYS) for vulnerable young people or those with additional needs, and
- Information, advice and guidance.

- 3.4 Integrated services for young people need to be re-designed in four key areas:
- Inter-agency governance (e.g. integrated governing board or structure representing all key delivery partners at senior level)
 - Integrated strategy (e.g. joint assessment of local needs and identification of available resources; integrated planning; joint commissioning of services)
 - Integrated processes (e.g. CAF, information sharing arrangements)
 - Integrated front-line delivery (eg co-location of staff, multi-agency teams).
- 3.5 Within this framework of organisational change and the creation of IYSS, there is a statutory duty to provide targeted youth support (TYS) to provide an integrated package of support that meets the needs of young people at risk of poor outcomes. Plans are in place to ensure TYS is in place across the city by December 2008. Such support includes:
- A nominated lead professional acting as a single point of contact and ensuring integrated and co-ordinated support
 - A clear and simple assessment procedure (Common Assessment Framework)
 - Easier access to services
 - Frontline support focused on prevention and effective early intervention
 - A change in the way support professionals engage with parents
 - Clear and simpler referral routes.
- 3.6 In December 2007, the government published *The Children's Plan*, setting out the vision for improving outcomes for children and young people, and improving the services that work with them. In July 2007, the government published *Aiming High for Young People: A Ten Year Strategy for Positive Activities*. This was followed in March 2008 by the *Aiming High for Young People Implementation Plan*. These key components in the government's policies for young people provide the basis for further work on integrated youth support in Portsmouth.

3.7 Local developments

In the context of Aiming High (above), an advisory body was set up in Portsmouth to promote the implementation of integrated youth support services. The IYSS Group was established in September 2007. The IYSS Group provides the forum for developing and driving the improvements in integrated youth support. It reports to the Children and Young People's Strategic Partnership and is responsible for monitoring and ensuring that certain elements of the Children and Young People's Plan are achieved.

- 3.8 As a result of other national requirements, from April 2008 the Connexions service that had been provided by South Central Connexions Partnership became one of the services provided by Portsmouth City Council. The Connexions Service is now being managed alongside the Youth Service and other provision like extended services in schools. The IYSS Group also monitors and supports the Connexions Service work in Portsmouth.

3.9 Aims and planned outcomes for the Review

Integrated youth support services in Portsmouth need to be organised to meet:

- National requirements and standards
- Local expectations
- The needs of young people, parents/carers and local communities.

3.10 The aim of the review is to identify and consider:

- suitable options for the structure, governance, strategy and processes for integrated youth support services in Portsmouth
- suitable options for organising the functions of the Connexions and Youth Services.

3.11 As a result of this Review and the subsequent organisational changes, it is expected that there will be:

- Structures for governance and development of IYSS that will ensure well co-ordinated and integrated youth support services
- Efficient, effective and well co-ordinated partnership working
- A well organised, coherent service or number of services offered by Portsmouth City Council, including those currently delivered through Connexions and the Youth Service
- Services that are consistently focused on the five *Every Child Matters* outcomes for every young person in Portsmouth
- Value for money, ensuring that maximum resources are devoted to face-to-face work with young people, and
- Commitment to the agreed vision and principles for integrated youth support from all the relevant organisations and agencies.

3.12 Process

The review has been overseen by the multi-agency IYSS Group. A lead for the review has been appointed. Sharon George took up the post of Head of IYSS on 1 August 2008 and reports to the Interim Head of Learning and Achievement.

3.13 The following methods have been used to carry out the review:

- Discussion and development of proposals by the IYSS Group
- Consideration of IYSS models being developed by local authorities that have similar characteristics to Portsmouth
- Discussions with young people
- Interviews and meetings with staff of Portsmouth Youth Service and Portsmouth Connexions
- Consideration of information and current knowledge, eg the Substance Report; Community Improvement Partnerships database
- Analysis of evidence submitted and development of proposals for action.

3.14 **Progress to Date**

The IYSS group endorsed the model for delivery which delivers across the four areas of the city identified by the Community Improvement Partnerships (Appendix A) and the basis of the integrated managers' work.

Following consultation with young people some resource will be re-deployed; in addition to services currently being delivered by Connexions and The Youth Service, young people would also like a more sports-based service and more opportunities for volunteering. Young people also requested increased Information Advice and Guidance available locally – the youth centres, mobile units as well as the Go For It centres will be ensuring IAG can be delivered locally and therefore reach more young people.

The IYSS Group approved a new delivery structure (Appendix B) for the delivery of services to young people within the 3 elements of IYSS described in 3.3. The focus is on front-line delivery.

3.18 A great deal of work has concentrated on the integration of the Youth Service and the Connexions service. The 'People Plan' developed by the senior HR manager and endorsed by the IYSS Group consisted of four phases:

- Phase 1 – recruitment of the IYSS manager, Sharon George
- Phase 2 – completed on 24 October 2008, the Manager and Team Leader posts. In accordance with PCC policies and procedures these posts were ring-fenced for Youth Service and Connexions staff who were in supervisory positions. A job matching process took place followed by competitive interviews. However, it was not possible to recruit to three manager posts which were recruited externally in December 2008. The Managers take up their posts at the beginning of February 2009.
- Phase 3a – completed in December 2008. Nine existing staff were matched into posts which relate to administrative tasks, events, management information and information and curriculum development
- Phase 3b – is currently in progress and relates to all front-line delivery staff from The Youth Service and Connexions.

3.19 **Budget**

Cost savings of £100K have been made to date by re-structuring management responsibilities. These savings have been put back into delivery. It is not possible to give costings as the posts are all new posts and are therefore subject to the Local Pay Review banding system. However, there will not be any increase in costs from what is currently being delivered.

Any further funding made available to the IYS service will focus on ensuring young people in all areas of the city have local access to positive activities, information, advice and guidance through, for example, use of mobile or local facilities with youth advisers from other centres. Increased investment will improve outcomes in participation, accreditation and the number of young people not in employment, education or training (NEET).

3.20 A risk register for the review is attached at Appendix C.

4 City Solicitor Comments

The City Solicitor is satisfied that it is within the Council's powers to approve the recommendations as set out.

5 Equality Impact Assessment

This report has undergone an effective Equality Impact Assessment.

Signed..... Date.....

Strategic Director

10 Access to Information

**Background List of documents –
Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters which have been relied upon to a material extent by the author in preparing this report –

<i>Title of document</i>	<i>Location</i>
IYSS folder	Andrew Olive's office

11 Approval to the recommendation(s)

The recommendation(s) set out above were approved / approved as amended / deferred / rejected* by the Executive Member Education Children and Young People (*delete as appropriate)

Signed: Date.....

Councillor....., Cabinet Member for

Appendix A

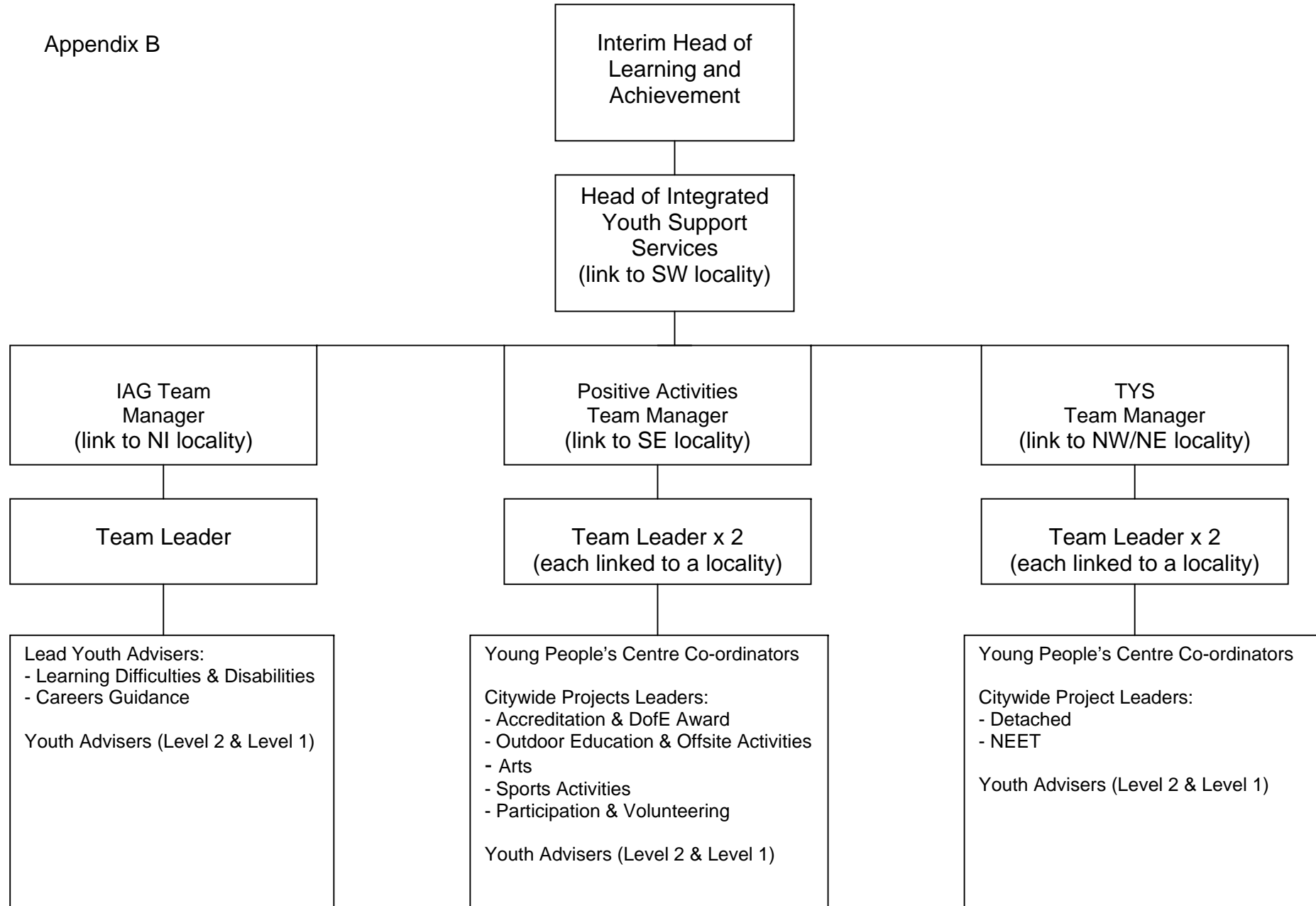
MODEL FOR INTEGRATED YOUTH SUPPORT SERVICE DELIVERY 1

<p>North Island Partnership Cosham, Hilsea Copnor Stamshaw Baffins</p>	<p>North West/East Partnership (Paulsgrove, Wymering, Drayton, Farlington, North Cosham)</p>	<p>South West Partnership – Heart of Portsmouth (Buckland, Landport, Portsea, Somerstown)</p>	<p>South East Partnership (Southsea, Milton, Eastney)</p>
<p>Information Advice and Guidance Team</p> <p>Targeted Youth Support Team</p> <p>Positive Activities Team</p> <ul style="list-style-type: none">- Hillside Youth Centre- Go For It Cosham- Schools & Colleges	<p>Information Advice and Guidance Team</p> <p>Targeted Youth Support Team</p> <p>Positive Activities Team</p> <ul style="list-style-type: none">- Go For It Cosham- Schools & Colleges- Hilsea Youth Centre	<p>Information Advice and Guidance Team</p> <p>Targeted Youth Support Team</p> <p>Positive Activities Team</p> <ul style="list-style-type: none">- BYAC- Brook Club- Schools & Colleges- Portsea- Go For It Portsmouth	<p>Information Advice and Guidance Team</p> <p>Targeted Youth Support Team</p> <p>Positive Activities Team</p> <ul style="list-style-type: none">- Schools & Colleges- Go For It - Portsmouth

UNIVERSAL SERVICES

Duke of Edinburgh Award, Outdoor Education, Entry to Employment, Education based practitioners, Arts, youth participation – to be based in Youth Centre or Go For It Centre as appropriate to the needs of the Service.

Appendix B



Appendix C

IYSS Review Risk Register

October 2008, updated January 2009

No	Summary of risk	Probability	Impact	Importance	Containment
1	Lack of capacity of key staff to lead the review	Medium Low	Severe	High	Appoint a lead of the review. Consultant to work with lead to carry out the review. Ensure sufficient HR support.
2	The timescale is very tight, which could impact on when the new service is fully functional	Medium High	Significant	Medium	Clear and regular reporting of progress and issues to the IYSS board to resolve issues and release the resources necessary to deliver the project. This project is likely to require significant resources to achieve completion. Stagger start dates to ensure continuity of service. Senior managers in place asap
3	New structure may involve reorganisation of Council services; e.g. HIDS No longer relevant	Medium	Significant	Medium	HR support to advise on staffing issues. IYSS Group to consider the implications of recommendations arising from the review.
4	Consultation is rushed so not all the possible options are considered by the full range of partners	High Low	Severe	High	A timescale has been prepared and approved, but there are flexibilities at the end of the review process to allow for overrun.
5	Consultation methods with young people do not contact all groups, particularly the 'hard to reach' groups No longer relevant	High	Short term: minimal. Long term: significant	Medium	Ensure commission appropriate consultation that reaches representative groups of young people, particularly to determine the most effective form of delivery
6	Organisations and / or staff do not like the outcomes of the Review and oppose proposals	Medium	Significant	High	Review structure and process seeks to ensure that all major organisations and groupings are involved, and through them all relevant staff are kept informed or involved as appropriate. HR involvement and advice will minimise the risks in this area.
7	Staff in the services become disaffected during the review period and/or exit the authority.	Medium	Significant	Medium	Staff are fully briefed on the review at regular intervals and are consulted with. Contingencies are arranged for covering roles in the interim should there be vacancies.
8	Managers cannot be recruited No longer relevant	Medium	Significant	High	Interim Managers are sought. High Quality recruitment drive is implemented. PCC's New System Thinking will support this.