

## **Cabinet – 18 March 2009**

### **Integrated Young People's Support**

**Portfolio:** Councillor Zahid Ali, Children's Services

**Service:** Children's Services

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### **1. Summary of report**

The purpose of this report is to approve the governance arrangements for the development of an Integrated Young people's Support Services (IYPSS) and the development of a shadow young people's project board. To authorise the DCS to develop a service delivery model to meet needs of young people in Walsall, including statutory requirements and approve the leadership structure required to implement the service delivery model. The report outlines the national requirement for an integrated youth support service to be in every local authority area. The report outlines current services, including a commissioned connexions service and explains the need for the DCS to consider how best to provide high quality services within an integrated service delivery model. Consideration of the future structure for IYPSS will include the delivery of the connexions contract as an integral part of the service and the project manager will work with the connexions transition and mobilisation group to ensure that the IYPSS strategy and service development fully encompasses decisions made on the future of connexions services. The IYPSS delivery model will mirror Walsall's aim for ever increasing integrated localisation of services.

#### **2. Recommendations**

- 2.1 That Cabinet is recommended to approve the Governance arrangements for the development of an integrated young people's support services in Walsall and the development of a shadow young people's Board.
- 2.2 That the Executive Director of Children's Services is authorised, in consultation with the portfolio holder, to develop a service delivery model to meet the needs of young people in Walsall and approve the leadership structure (ref 3.6) to implement the model. The delivery model developed will be in line with meeting identified efficiencies within the 2009/10 budget and will include the delivery of any connexions contract as an integral part of IYPSS.

### 3. Background information

- 3.1 This report outlines the National requirement for an integrated youth support service to be in place in every Local Authority area and asks Cabinet to consider the options for greater integration of service management and delivery through the creation of the Walsall Integrated Young People's Service.
- 3.2 The creation of Integrated Young People's Services, known nationally as Integrated Youth Support Services (IYSS) was launched by DCSF in 2005 as part of the wider policy framework of Every Child Matters. The clear focus of the policy is to ensure that outcomes for young people improve, with a focus on the need for integration of young people's services.
- 3.3 'Youth Matters', DCSF documentation sets out to address four key challenges for Local Authorities and their partners, which are:
- 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 volunteer and become involved in their communities
  - How to provide better information, advice and guidance to young people to help them make informed choices about their lives; and
  - How to provide better and more personalised intensive support for each young person who has serious problems or gets into trouble
- 3.4 External consultancy has been engaged to review the existing arrangements for young people's services in Walsall and to consult on ways in which to achieve improved outcomes for young people through better integration of services. A summary report and action plan has been developed (attached at **Appendix 1**) to progress this work with the involvement of council departments and stakeholders including young people.
- 3.5 This report proposes a project management approach to improve outcomes for young people in the Borough and the appointment of a Head of Integrated Young People's Services to be accountable for the delivery of integrated support services to young people in Walsall on behalf of the DCS and Council Portfolio for Children's Services. An interim project manager together with key partners will develop a strategy for the implementation and delivery of integrated young people's services which will meet Government requirements and propose a model and structure to deliver improved outcomes for young people by 1<sup>st</sup> October 2009 when Walsall's Integrated Young People's Support Service (IYPSS) will commence.
- 3.6 Consideration of the future structure for IYPSS will include the delivery of the Connexions contract as an integral part of the service and the project manager will work with the Connexions transition and mobilisation group to ensure that the IYPSS strategy and service development fully encompasses decisions made on the future delivery of Connexions services. The governance framework for project management (attached at **Appendix 2**) outlines the connectivity to the transition and mobilisation group that will oversee the continuation of connexions services as an integral part of Walsall's Integrated Young People's Support Services.

- 3.7 The IYPSS delivery model will mirror Walsall's aim for ever increasing localisation of services.

#### **4. Resource considerations**

##### **4.1 Financial:**

Within the 2009/10 budget there are various efficiency options which rely on the work to establish an integrated youth service. These savings will be a benefit of IYSS.

##### **4.2 Legal:**

Consideration of the future structure for IYPSS will include the delivery of the Connexions contract as an integral part of the service and the project manager will work with the Connexions transition and mobilisation group to ensure that the IYPSS strategy and service development fully encompasses decisions made on the future delivery of Connexions services. The costs of any legal support required and the cost of procurement process will be met within the contractual agreement.

#### **5. Citizen impact**

The creation of Integrated Young People's Services, known nationally as Integrated Youth Support Services (IYSS) was launched by DCSF in 2005 as part of the wider policy framework of Every Child Matters. The clear focus of the policy is to ensure that outcomes for young people improve, with a focus on the need for integration of young people's services. The integrated services will promote achievement, safety and well being, a healthy life and opportunities for young people to make a positive contribution to their own lives and communities in Walsall and wider society.

#### **6. Community safety**

The youth offending services will be a key service in the delivery of integrated young people's services in Walsall. One of the key priority areas for the transformation is to increase the focus on early prevention and to ensure that young people are able to access the services they require before problems escalate. This will help to reduce the number of young people entering the criminal justice system and there will be a particular focus on engaging young people who offend in employment, training or education which helps to ensure that they can become successful citizens in Walsall, contributing to the life of the community.

#### **7. Environmental impact**

The integrated young people's services includes work streams that ensure that young people are safe and will supplement current progress on neighbourhood needs analysis and lead to developments which will impact directly on the health and learning of young people in Walsall.

## **8. Performance and risk management issues**

- 8.1 The transition to an Integrated Young People's services has adopted the corporate project methodology and includes the appropriate risk management. A strategic approach has been established by the Local Authority that responds to the statutory requirements and ensures that resources are maximised to support developments. This will require there to be a strategic co-ordination of all performance issues related to Every Child Matters outcomes.
- 8.2 Risks are and will continue to be managed on an ongoing basis through the appropriate reporting channels.
- 8.3 Scrutiny committee have been engaged in discussions about the transition to Integrated Young people's Support Services and will be kept informed at all stages.
- 8.4 The delivery of an Integrated Young People's Support Service will be monitored through Council performance management arrangements within Children's Services Directorate.

## **9. Equality implications**

The implication of an established IYPSS will lead to recommendations and developments that will impact directly on the health, social education and learning of young people, there will be a focus on identified vulnerable groups and areas of recognised disadvantage.

## **10. Consultation**

The recommendations above are the product of extensive consultation with stakeholders and staff and a strategy is proposed to consult with young people in Walsall. The young people's consultation will include the development of a young people's shadow board, targeted consultation with vulnerable young people and a sample survey of young people aged 13-19.

## **Background papers**

**Transition Plan for integrated young people's services in Walsall (Appendix 1):** which includes National requirements for Integrated Youth Support Services; current position in Walsall and priorities for change, Governance and Strategy proposals and an action plan for the development of IYPS.

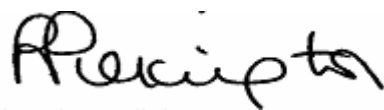
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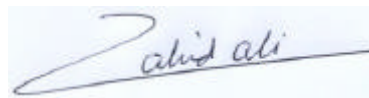
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Pauline Pilkington

Interim Executive Director

Date: 19 February 2009



Councillor Zahid Ali

Portfolio holder

Date 6 March 2009

Developing  
Integrated Young People's Support Services  
in Walsall

**Report following Consultation with stakeholders**

**February 2009**

Louise Atkin and Nicky Peck



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# Integrated Young People's Support Service in Walsall

## Introduction

1. This paper has been commissioned by Walsall MBC to support the development of integrated services for young people in the Borough. It outlines the national requirements and policy context for Integrated Youth Support Services (IYSS); the reform programme and priorities for Children's Services in Walsall; and summarises priorities for improving outcomes for young people as the basis for the development of IYSS. Atkin Associates has worked in partnership with Walsall Children's Services to consult on current performance and services for young people aged 13-19. Consultation was carried out with partners, staff and managers through: four workshops in January 2009; a series of stakeholder interviews; and desk analysis of service plans, performance reports and policy documents.

## National Context

2. **Every Child Matters** sets the agenda for transforming Children & Young People's Services with a focus on the five key outcomes of staying safe, being healthy, enjoying & achieving, making a positive contribution and achieving economic well-being.
3. 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 a target age range of 13-19 and upto 25 for young people with learning difficulties or disabilities. With the development of the Integrated Youth Support Service (IYSS) the Government identified four key challenges – these four themes provide the focus of the Walsall draft strategy for Integrated Young People's Support Services (IYPSS):
  - 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 actively **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
4. 'Aiming High for Young People – A 10-year Strategy for Positive Activities' (2007) further set-out the Government's 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.
5. This strong emphasis on youth policy is supported by introduction of The 'Youth PSA (PSA 14) - Increase the number of Children & 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.

6. 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 IYPSS arrangements. With a three strand approach to how best to address this:

- Tough enforcement in relation to illegal behaviour
- Non-negotiable support to address problems
- Better prevention

## **Walsall Context**

7. The development of IYPSS is part of the wider reforms that are taking place within Children's Services in Walsall. It is important that the same principles underpin IYPSS. Within Walsall the recent Joint Area Review report found that there is good service management and capacity to improve, with safeguarding arrangements good. Outcomes for children who are looked after and for those with Learning difficulties or disabilities are adequate. The most recent Area Performance Assessment rates the council as good. This is an improving picture of service delivery to young people with improving outcomes. The vision for children and young people is: **'To make growing up in Walsall as good as it can be anywhere'**.
8. Further improvement is sought in a range of areas and is captured in the children and young people's plan (CYPP) draft pledges for 2009/10. Those relating to young people in the 13-19 age range include:
  - We will provide the right help at the right time to children and their families
  - We will improve the aspirations and attainment of underperforming groups, in particular white boys, LAC and Pakistani / Bangladeshi
  - We will aim higher for disabled children – by improving support in local settings
  - We will improve parks and play areas
  - We will increase the number of young people who are engaged in positive activities
  - We will reduce the number of BME young people who are not in education, employment or training
  - We will reduce the numbers of children who report bullying
  - We will integrate services to young people to provide more efficient and effective services
  - We will listen to children and young people and act on their feedback to improve services
  - We will transform learning and schools through delivery of our building Schools for the Future programme

## **Local Delivery of Services**

9. The Children & Young People's Plan states that 'over the next 3 years our clear strategic direction is to maintain our prime focus on outcomes and integrate all that we do, from planning and management to front line service delivery. To do this well, we will develop our leadership into integrated collaborative teams and increasingly commission integrated services. In addition we will change our culture by developing our staff to break down traditional barriers between services and jobs and look beyond their usual roles to find innovative solutions to the problems that children and young people face.'
10. There is a strong commitment to early intervention and a focus on improving outcomes for young people. The direction of travel is towards an ever increasing localisation of services. Walsall Partnership is running nine Local Neighbourhood Partnerships (LNPs) in the borough to work with local residents to discuss and make progress on key community issues. There are 15 children's' area partnerships (CAPs) in development. The aim of the Children's Area Partnerships is to meet the needs of children, young people and their families in a local area by services working together to ensure Every Child Matters in Walsall. These partnerships will complement the work of the [Local Neighbourhood Partnerships](#) by focusing specifically on [Every Child Matters](#) outcomes in meeting the needs of children and young people. It is essential that the development of IYPSS will be part of this move towards greater localisation of services.

## **Outcomes for young people in Walsall**

11. In considering the development of IYPSS in Walsall it is important to recognise existing strengths and to identify areas where outcomes need to further improve. The drive to improve services in Walsall is based on the need to achieve the best possible outcomes for young people. This report highlights the priorities for outcomes to improve and goes on to propose a direction of travel in how best to improve these outcomes.

## **What's already working well for young people in Walsall**

- A strong drive to re-focus services to earlier prevention, assessment and support which is leading to good and improving outcomes for children.

- Strong partnerships have contributed to good and improving health outcomes for most young people. Healthy lifestyles are well supported and 85% pupils receive 2 hours PE and sport each week. Services to prevent substance misuse are well coordinated and there is good access to early intervention, assessment and treatment for young people with substance misuse problems.
- There is a range of innovative approaches to sex and relationship education in schools and excellent support for young first-time parents.
- There is very effective work with looked after children resulting in improved outcomes
- Mechanisms to consult young people are well developed with evidence of impact on service delivery
- The Director of Children's Services, senior managers and councilors provide strong and effective leadership

### **Outcomes for young people that we want to improve**

- The numbers of 16-18 year olds who are not in education, employment or training (NEET) is higher than similar councils. The percentage of young people supervised by the YOS who are NEET remains consistently low against national and statistical comparisons
- There are some good examples of actively involving young people but they are not sufficiently well coordinated across the Borough. There is no strategy to ensure active involvement of young people is routine or consistent across young people's services
- Active involvement of vulnerable young people is developing but is not yet consistent or coordinated
- The range of positive activities available for young people is not clearly defined and there is a need to increase the number of young people accessing positive activities

- There are insufficient volunteering opportunities in the Borough for young people
- There is limited knowledge amongst professionals of the services other agencies provide and this limits their ability to promote and utilise existing young people's programmes or support.
- There is variable access for young people to information, advice or guidance across the Borough and there is no town centre provision for young people
- The target age range amongst services is inconsistent ranging from 8 to 13 years as the starting point for services
- A joint workforce development strategy has been agreed but there is limited integration of workforce planning or development activity across young people's services.

In addition to the specific issues highlighted here this change programme is required at a time of real challenge to all local authorities with a need to make efficiency savings and to ensure value for money across all services.

### **Involving Young People**

12. There is an expectation that all local authorities will consult with young people on the services they require, and the active involvement of young people in the development of IYPSS will be critical. In Walsall consultation on the 2007-10 C&YP Plan showed that young people's priorities include increasing the number of young people engaging in positive activities and to reduce the number of young people who are not in education, employment or training (NEET). Additional consultation through the Children's Trust Partnership Forum meetings and the Tell Us 3 survey showed that young people believe that the things that could make their local area a better place to live include:
  - Cleaner and less litter
  - Better sports clubs and centres
  - Safer roads
  - Better parks and play areas

- Less bullying and intimidation by other young people
13. The IYPSS Board is strongly committed to securing the active involvement of young people in the planning, design and review of the new integrated arrangements. The direct involvement and participation of young people, at the core, must be an underpinning principle.
14. Walsall already holds a significant body of data from consultation with young people and the IYPSS Board will ensure that a broad range of young people are able to contribute to different aspects of the service and its development. This will be achieved in a number of different ways:
- Using existing consultation and participation mechanisms within a range of local partner agencies, to ensure that the views of specific priority groups are heard and taken into account.
  - By working with schools, the local college and other organizations we will develop existing consultation methods on a range of issues and service development. Feedback will continue to inform the 'Youth Offer'.
  - Develop a shadow board of young people's representatives to work alongside IYPSS Board on the development and implementation of the IYPSS.

## **A framework for IYPSS**

15. The four themes to be included within IYPSS are: Positive Activities; Active Involvement and Volunteering; Information Advice and Guidance; Targeted Youth Support. Consultation and analysis has identified key issues and outcomes to improve under each of the four strands. Many of the outcomes are inter-related and inter-dependent and the governance and strategic arrangements outlined below will be critical to ensure that an integrated approach is achieved across the four strands of IYSS. A framework of outcomes to address is presented below and an initial action plan is included at Appendix A.

### **Positive Activities**

1. To establish the 'youth offer' for positive activities to include the needs of all young people as well as those deemed more vulnerable.

2. To increase the number of young people participating in positive activities.
3. To ensure that there is comprehensive and up to date information on positive activities which is promoted widely.

### **Active Involvement and Volunteering**

1. To increase the range and quality of volunteering opportunities and access to them for young people.
2. To co-ordinate active involvement of young people.
3. To design a coordinated approach to the active involvement of young people in the quality assurance of services to young people across directly provided and commissioned services within IYPSS, building on the best practice that is already in place.

### **Information, Advice and Guidance**

1. To ensure young people receive effective and impartial IAG to support their transition and progression. To increase the proportion of young people in Post 16 learning.
2. To reduce the number of young people who are NEET.
3. To provide comprehensive, up to date information on a range of services in accessible venues, locations and formats for all young people.

### **Targeted Youth Support**

1. Increase access to targeted and specialist services for young people who need them.
2. Increase percentage of young people in employment, education or training.
3. To decrease the number of homeless young people and the number of those people in inappropriate accommodation.

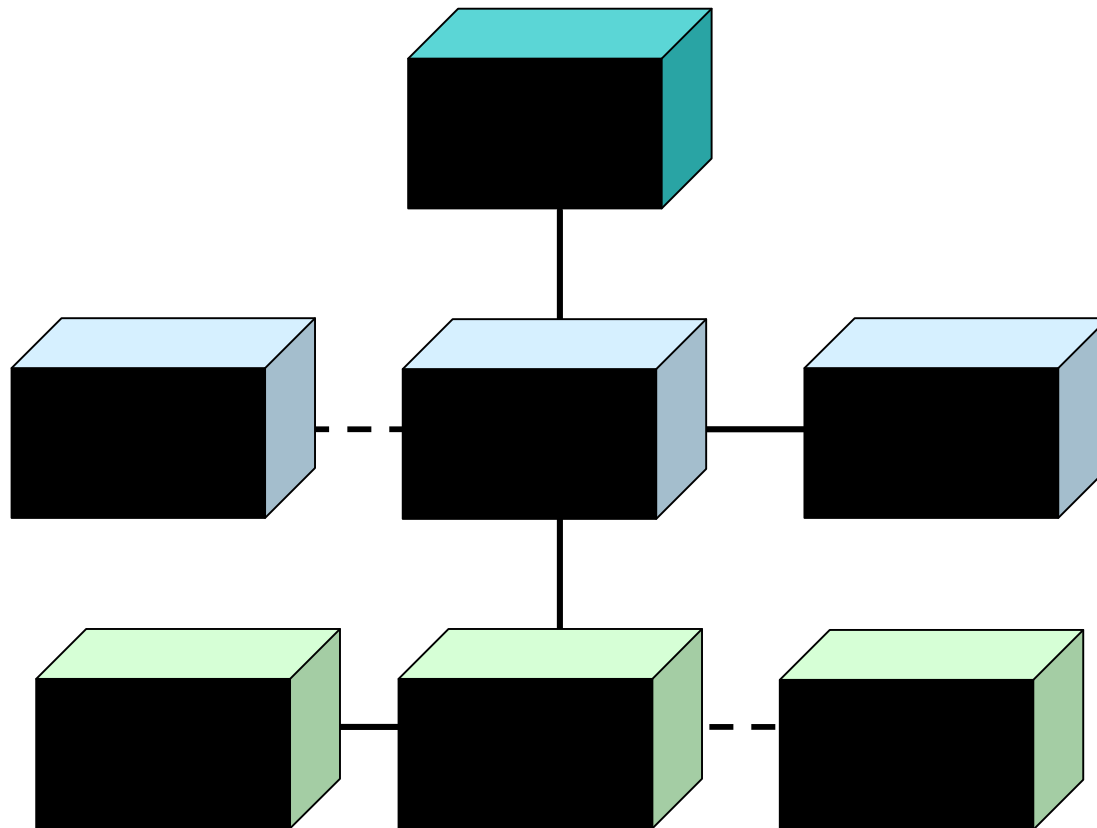
## A proposed Approach for IYPSS

16. A key theme within 'Youth Matters' is the delivery of services to young people in terms of their needs rather than a focus on individual services. The challenge therefore is to reform services in relation to desired outcomes for young people rather than in terms of existing service configuration. These outcomes have been outlined above. The delivery of improved outcomes will rely on a wide range of partners. This first stage of reform focuses on those services currently directly delivered or commissioned by Walsall MBC, in particular Youth Offending Service, Youth Service and Connexions. Further work will be needed to ensure that other services will be incorporated, developed or aligned to address identified needs of young people.
17. A model, often referred to as the 'onion rings' outlines the levels of integration required in establishing the ECM reforms. We have applied this approach to the development of IYPSS in Walsall to illustrate the levels of integration that have been identified so far to start the change process in the Borough.



## Inter-agency Governance Arrangements

18. To ensure that there is interagency governance of the IYPSS development the following structure is proposed. This will ensure that there is accountability to Cabinet, the Children's Trust and will involve appropriate stakeholders and partners. A full list of proposed membership is included at Appendix B. It is proposed that young people are involved in the Governance of IYPSS from the outset and that a shadow young people's board is established.



## Integrated Strategy

19. There is a need to develop a strategy for IYPSS which will include the four strands of IYPSS as required by Government. This will address Positive Activities, Information Advice and Guidance, Active Involvement and Targeted Youth Support with priorities identified and an action plan developed. The target date for the publication of that strategy is 1<sup>st</sup> October 2009. In order to develop the strategic approach to IYPSS a project team has been established and will oversee the development of the Project Management. The initial membership is illustrated below.



20. It is not the purpose of this document to focus on individual service delivery. However, the contract to deliver Connexions services is currently with Black Country Connexions and ceases on 31<sup>st</sup> September 2009. Work on the future delivery of Connexions functions is integral to IYPSS and a Transition & Mobilisation Group has been established to oversee contractual and procurement arrangements. Work stream groups have been identified, for example Human Resources & Finance, thus ensuring expert advice and guidance is taken at all times and the project manager for IYPSS will ensure that the work of this and the IYPSSS project team is coordinated.

### **Integrated Processes**

21. Consultation has shown that there are many process issues to be developed as part of the transition to integrated young people's services. The most commonly cited issue is to establish a common language and improve communication within IYPSS. Common approaches to information sharing, management information, and workforce development are also highlighted. Integrated quality assurance and review of premises and accommodation are also required.

### **Integrated Front-line delivery**

22. There is no detailed delivery model that has been agreed at this stage. However, consultation has identified some key approaches that must be included in the development of integrated delivery of young people's services and will inform the initial work of developing a strategy for IYPSS. They include:
- An appointed Head of Integrated Young People's Services to drive forward the strategy
  - Integrated leadership and management team
  - Identified strategic lead for each of the four strands of IYPSS
  - Locality based approaches, determined by local need
  - Aligned services, co-located or integrated teams based on local need to secure better outcomes for local communities whilst demonstrating the best possible value from the combined resources of the local teams
  - Consistent 'universal offer' to young people and access to services, including one-stop shop style provision
  - The Youth Offending Service as an integral partner in the delivery of IYPSS
  - Realignment of Information, Advice and Guidance provision to improve links to 14-19 strategy

## Appendix A

Positive Activities			
Issues	Outcomes	Output	Actions
1. No clearly defined youth offer of positive activities	To establish the 'youth offer' for positive activities to include the needs of all young people as well as those deemed more vulnerable.	Positive Activities work stream group operational Action Plan for Youth Offer	<p>To identify a strategic lead for positive activities</p> <p>To build on the initial mapping work of positive activities and produce an analysis of duplication and gaps in provision. Cost of existing activities to be considered.</p> <p>To work with Parks, Leisure and PVI sector to develop a plan for the youth offer, based on young people's views and which balances 'fun' and opportunities for learning. (linked to quality assurance measures for involvement of young people)</p> <p>To provide one programme for PAYP in the Borough as part of the overall provision of positive activities</p>
2. There is a LAA target to increase the uptake of positive activities	To increase the number of young people participating in positive activities.	Robust monitoring system and baseline data for uptake of Positive Activities 2009/10	<p>To develop a more accurate measure for participation in positive activities</p> <p>To ensure there is increased opening times with provision available at evening and weekends</p> <p>To review charging policies on activities for young people to ensure there is equity in the Borough</p>
3. There is poor awareness of activities on offer amongst staff and young people	To ensure that there is comprehensive and up to date information on positive activities	To produce a web-based directory of positive activities in Walsall in a format that is accessible and	To identify a lead officer for information and promotion services in IYPSS

	which is promoted widely	appealing to young people	To work with young people to develop a web based information portal for young people
<b>Active Involvement and Volunteering</b>			
<b>Issues</b>	<b>Outcomes</b>	<b>Output</b>	<b>Actions</b>
1. There are insufficient opportunities for young people to volunteer	To increase the range and quality of volunteering opportunities and access to them for young people	To develop a programme of youth volunteering opportunities to include statutory and PVI sectors. To include the use of accreditation opportunities to support the achievement of young people with a remit to develop volunteers across universal and targeted services to young people	To identify a strategic lead for volunteering To map the current provision for volunteering the Borough To identify areas of development and sources of funding To develop a promotion strategy for volunteering
2. There is insufficient co-ordination of active involvement work with young people in the Borough	To co-ordinate active involvement of young people.	To produce a strategy and action plan for the active involvement of young people in Walsall	To identify a strategic lead for involving young people in the Borough To develop a shadow Board of young people to oversee the development of IYPSS To consult with young people on the development of IYPSS and the Active Involvement Strategy and the implementation of Hear by Rights standards
3. Involvement of young people in quality assurance of services is patchy in the Borough with some good examples of practice in areas of the service which is not used consistently across the Borough	To design a coordinated approach to the active involvement of young people in the quality assurance of services to young people across directly provided and commissioned services within IYPSS, building on the best practice that is already in place.	To produce a work plan on an annual basis for the quality assurance of IYPSS by young people	To agree a process for young people to engage in direct observation and assessment of all services within IYSP. To recruit and train young people. To carry out assessments of practice

Information, Advice and Guidance			
Issue	Outcome	Output	Actions
<p>1. To improve provision of effective, impartial, high quality &amp; innovative advice and guidance in school and colleges and for:</p> <ul style="list-style-type: none"> <li>• Parents &amp; Carers</li> <li>• Employers</li> <li>• Community &amp; Voluntary groups</li> </ul>	<p>Young people receive effective IAG to support their transition and progression.</p> <p>To raise young people's aspirations</p> <p>To increase the proportion of young people in Post 16 learning</p> <p>To increase retention in Post 16 opportunities</p> <p>To decrease 'drop out' rates in Post 16 learning</p>	<p>Strategy and action plan produced for Information Advice &amp; Guidance in schools &amp; colleges</p>	<p>To identify a strategic lead for IAG and to develop a strategy and action plan for all identified stakeholders.</p> <p>To audit current activity against IAG quality standards &amp; produce an improvement plan.</p> <p>To develop &amp; implement a workforce development plan to increase the competency of delivering effective IAG to IAG standards.</p> <p>Implementation of the 'Engagement programme'.</p> <p>To develop an effective 'Careers Education IAG offer which will actively support the roll-out of the 14-19 strategy and new curriculum developments.</p>
<p>2. Provision of sufficient IAG for young people at key transition points which will change as RAP comes into place.</p>	<p>Young people receive sustained support from a range of professionals to remain in a positive destination.</p> <p>Reduce the number of young people who are Neet</p>	<p>Strategy and action plan produced for Information, Advice &amp; Guidance</p>	<p>Develop personalized support packages in CAP areas to maintain young people as EET</p> <p>Monitor and evaluate the impact of approach</p>
<p>3. There is no clear definition of the 'universal offer' and young people and their families lack information about what is available to them in terms of activities and services. IAG to</p>	<p>Universal and support services offer defined.</p> <p>Provision of comprehensive, up to date information on a range of services in accessible venues, locations and formats.</p>	<p>IAG strategy and improvement plan</p>	<p>Define 'Universal Offer'.</p> <p>Identify a strategic lead for IAG and to develop a strategy and action plan for all identified stakeholders.</p> <p>To audit current activity against IAG quality standards &amp; produce an</p>

be provided in accessible locations and formats to meet identified needs.			improvement plan. Audit to include analysis at Borough and CAP level. To develop & implement a workforce development plan, including Third Sector involvement, to increase the competency of delivering effective IAG.
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Targeted Youth Support			
Issue	Outcome	Output	Actions
1. The focus of TYS pilot is not sufficiently identified and requires a more defined structure with outcomes agreed	Increase access to targeted and specialist services for young people who need them	TYS Model developed	To work with TYS steering group to revise TYS strategy to include identified priorities. To establish evaluation criteria To agree a timeline for piloting activity
2. Too many young people are NEET particularly amongst young people who offend, dual heritage young people and white young males.	Increased percentage of young people in EET	Implementation of NEET action plan	Young people are in receipt of intensive personalised support packages from a variety of services
3. There is insufficient good quality accommodation for young people in the Borough and there is variable access to accommodation across young people's services.	To decrease the number of homeless young people To decrease the number of young people in inappropriate accommodation	To produce baseline data To establish priorities for young people To develop an action plan	To map the extent of the housing issue and create baseline data

## **APPENDIX B**

### **Representatives at IYPSS Project Board**

- Director of Children's Services
- Lead Member Children's Services
- Assistant Director Universal Services
- 3 Head Teachers
- Government Office for the West Midlands (GOWM)

### **Representatives at IYPSS Partnership Forum**

- Walsall Youth Service
- Communications
- Black Country Connexions
- Regeneration Walsall
- Vulnerable Children Service
- Early Intervention & Inclusion Services
- PCT
- Prevention & Localities
- Youth Offending Services
- Partnership Director
- Children's Partnership
- Children's Services
- Improvement & Effectiveness
- Leisure, Culture & Lifelong Learning
- Teenage Pregnancy
- Performance Management

- Police

**Representatives at IYPSS Project Team**

- Project Manager
- Connexions (Prospects & BCCX)
- Economic Wellbeing Serco
- Vulnerable Children
- LNP
- Voluntary Sector
- Youth Offending Service
- Teenage Pregnancy (PCT)
- Leisure
- Police
- Youth Service

## IYPSS Programme Management Structure

## APPENDIX 2

