

By: Graham Badman, Managing Director, Children, Families and Education
Chris Wells, Cabinet Member for Children, Families & Educational Standards, CFE
Mark Dance, Cabinet Member for Operations, Resources and Skills, CFE

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Subject: Targeted Youth Support

Classification: Unrestricted

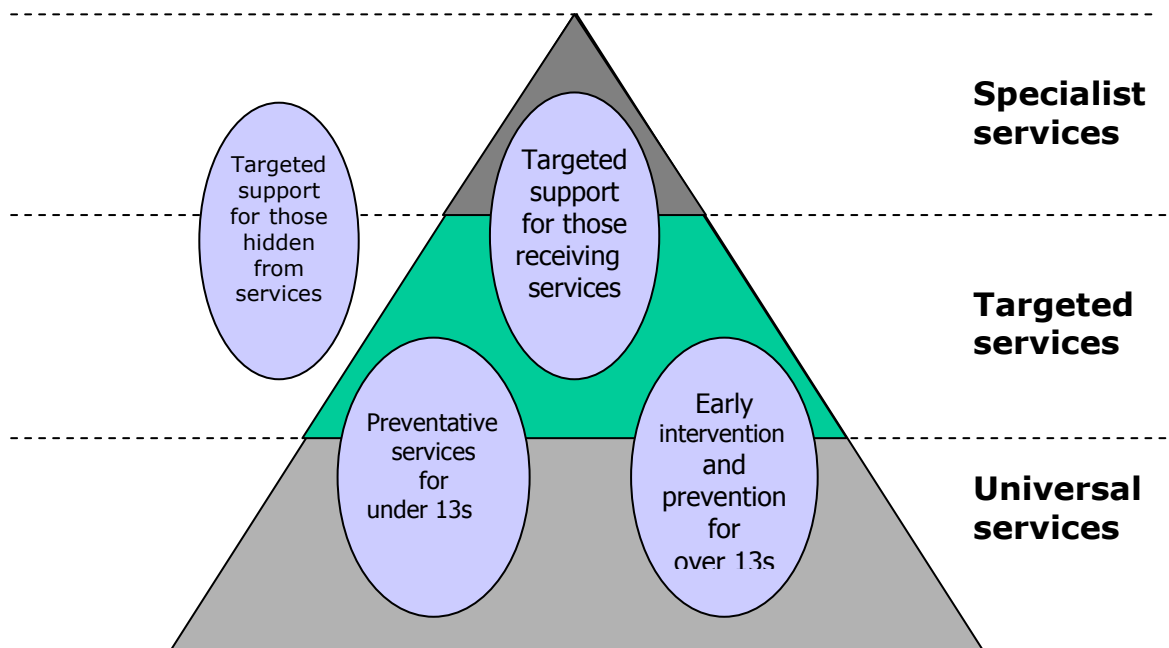
Summary: This paper outlines the next steps for Kent to implement Targeted Youth Support (TYS), a key branch of Integrated Youth Support Services (IYSS). Both initiatives are derived from the Youth Matters Green Paper, launched in July 2005, within the Every Child Matters framework. The Green Paper's main concerns focused on barriers to young people's progression and well being.

This paper (which was formulated at a joint meeting of senior management teams from the Children, Families and Education and Communities Directorate) recommends the next steps towards implementing YYS in Kent.

Introduction

1. (1) Targeted Youth Support is one of the four Youth Matters elements and, therefore, is a key branch of Integrated Youth Support Services. Its aim is to "ensure that the needs of vulnerable teenagers are identified early and met by agencies working together effectively – in ways that are shaped by the views and experiences of young people themselves." The key elements of YYS are:
 - Strengthening the influence of vulnerable young people and their families to bring about positive change.
 - Identifying vulnerable young people early, in the context of their everyday lives.
 - Using the Common Assessment Framework (CAF) to build a clear picture of individual needs shared by young people and agencies working with them.
 - Enabling young people to receive early support in universal settings.
 - Providing a personalised package of support, Information, Advice and Guidance, and learning and development opportunities for vulnerable young people, coordinated by a trusted lead professional and delivered by agencies working well together.
 - Providing support across transitions, for example moving on from school or from one service to another.

- Making services more accessible, attractive and relevant for vulnerable young people.
- (2) TYS is aimed at those young people who may not meet traditional thresholds for statutory or specialist services, but may be at risk of further problems if their difficulties are not addressed early enough. The scale of support is illustrated below (based on a diagram from the TDA):



Change Process

2. (1) The Targeted Youth Support Guide recommends that a structured change process is followed to ensure that the reforms are implemented effectively through collaboration. The process has five stages which are summarised below:
- (2) **Mobilise**
- Identify Project Manager
 - Map and engage stakeholders
 - Ensure young people are at the centre of the project
 - Project team in place
 - Robust project in place
- (3) **Discover**
- Assess needs
 - Increase staff awareness • Hold Multi-Agency workshop

- (4) **Deepen**
 - Collect and analyse data and present to SMTs
 - Project team identify priorities
 - Young people remain the focus
- (5) **Develop**
 - Local change teams in place
 - Allocate resources
 - Quick wins being delivered
- (6) **Deliver**
 - Implement change plan
 - Measure outcomes
 - Embed change process
 - Continuous communication

Progress To Date

- 3. (1) A group of KCC officers attended a series of national workshops and undertaken a self-evaluation for Kent using the Self-Assessment Toolkit. This has identified the following 10 key areas for development, in priority order:
 - (a) Effective lead professional practices
 - (b) Clear goals for service reform
 - (c) A comprehensive plan for service reform
 - (d) Building a clear picture of individual need
 - (e) Workers getting equipped and trained
 - (f) Effective information sharing
 - (g) A strategy focused on sustainability
 - (h) Involving young people, their families, carers and communities in the case for change
 - (i) Long-term workforce development
 - (j) Identifying young people early
- (2) Progress already made in Kent includes the establishment of on-line Directories that will enable workers and young people and their parents (from March) to identify the many learning and leisure opportunities open to them. Development of pilots will assist in demonstrating the pathways through which targeted support can be accessed when needed and will build on the increasing use of the Common Assessment Framework. Many examples exist in Kent of integrated services for vulnerable young people combining health, education and social provision such as that provided in Adolescent Resource Centres and these will be built on. Additional information will be derived from comprehensive surveys of young people such as the recent Youth Service Survey, NFER Survey and Bullying Survey. Such surveys also provide information on key target groups such as Traveller young people, those not in education, employment or training and Young Carers.

National Requirements for TYS Implementation

4. (1) National deadlines require that:
- By **March 2008**: every Local Authority must be piloting TYS in at least one locality and have a robust plan for roll-out across the whole area
 - By **December 2008**: full roll out across the entire Local Authority area.
- (2) DCSF acknowledges that Kent has 'begun reform in many aspects of TYS reforms' and emphasises the importance of reforms in meeting priorities for vulnerable young people, including youth PSA targets and the new Youth PSA. Government Office for the South East will conduct a ministerial review of Kent's progress in meeting these reforms at the end of January.

Next Steps

5. (1) The following actions are recommended:

(a) Project Lead –The Project Lead (0.5 FTE) would be responsible for:-

- Developing an implementation and sustainability plan for (a) the pilot area(s) and (b) the countywide rollout.
- Identifying countywide and locality needs and priorities and commissioning services as appropriate.
- Ensuring links with the IYSS cross-Directorate Group;
- Co-ordinating a locality operational team/working group for each pilot area.
- Ensuring effective communication and engagement with staff, stakeholders, young people and their families/carers.
- Supporting the development of the pilots and evaluating their impact.
- Engaging young people in the development of the pilots.
- Ensuring TYS is embedded in the local Children & Young People's Plans.

(b) TYS Project Team – a project team should be established at a countywide level to support the implementation of the Project Plan. This Project Team will expand on the current working group, and should include representation essential to successful delivery including:

KCC	Commissioning
	Health
	Children's Social Services
	Policy
	Extended Services in and around schools
	14-24 Unit
	Youth Offending Service
	Youth Service
	Kent Drug and Alcohol Action Team

Other Agencies District Councils
 Voluntary and Community Sector
 Connexions Kent and Medway
 Housing (from a pilot area)
 Police
 Other relevant non-governmental organisations e.g.
 Charlton Athletic Football Club, Rainer,

(c) TYS Pilots – Two pilot areas should be developed by the end of March 2008. Due to the fact that Integrated Processes (Common Assessment Framework, lead professional, Single Point of Access) are key to the delivery of TYS it is recommended that at least one of these areas is an existing pilot (Canterbury Coastal and Canterbury City & Countryside). A **third pilot** option could be to evaluate the implementation of TYS in the context of the Connexions target to reduce the number of NEETs.

(d) Locality Operational Team – a locality operational team reflecting the membership of the Project Team should be established for each pilot area.

(e) Proposed timeframe - to implement TYS by the new deadlines:

Date	Action
January	<ul style="list-style-type: none"> - Workshops (delivered by the TDA) to raise awareness run in pilot areas - - Project Lead nominated - Pilot areas agreed and key personnel identified - Project Team established - Local operational groups identified
January / February	<ul style="list-style-type: none"> - Paper to Cabinet - Joint plans developed in pilots - Training workshops (delivered by TDA) organised as appropriate - Plan for roll-out written
March	<ul style="list-style-type: none"> - Launch of pilots - Services commissioned as appropriate
April - July	<ul style="list-style-type: none"> - Running and evaluation of pilots - Planning and awareness-raising workshops to be run in non-pilot areas
July	<ul style="list-style-type: none"> - Progress Report to management teams and options to go to the Kent Children's Trust and Cabinet with recommendations for roll-out
August-September	<ul style="list-style-type: none"> - Finalise roll-out plan
October - December	<ul style="list-style-type: none"> - Launch and implement roll-out in conjunction with local Children's Trusts - Continue to raise awareness and train staff
December	<ul style="list-style-type: none"> - Full roll-out implemented across the county

Financial Implications:

6. There are no financial implications for Targeted Youth Support. All services will be delivered within existing budgets.

Recommendations:

7. Cabinet is requested to agree to the recommendations for:-
 - (a) a TYS Project Lead;
 - (b) the establishment of the Project Team;
 - (c) the proposed pilots in Canterbury and another geographical area and consider the merit of the third pilot involving the reduction of young people who are NEET; and
 - (d) the proposed timeframe for implementation of pilots and roll-out across the county.

8. Background Documents:

Targeted Youth Support: A Guide (available at www.ecm.gov.uk/IG00206)

9. Author Contact Details:

Joanna Wainwright
Director - Commissioning (Specialist Services), CFE
Tel: (01622) 696595