

Newcastle Integrated Youth Strategy, 2007-9

(**DRAFT V2** Updated April 2008)

Opportunity, Progression, Challenge, Support!

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Introduction

The Newcastle Integrated Youth Strategy forms part of our overall plan to improve outcomes for children, young people and their families in the City. It sits underneath the Newcastle Plan for Children and Young People and shares the vision that is outlined in the plan.

Vision

That all children and young people should:

Be Healthy: enjoy the best physical, emotional, mental and spiritual health and development so that they feel good about themselves and their lives

Be Safe: be safe and protected from harm within their families, communities and the City as a whole

Enjoy and Achieve: realise their ambition and enjoy and achieve in all areas of their life

Make a Positive Contribution: take an active part in positive opportunities presented in all areas and stages of their life and the life of the community and be valued for their contributions

Achieve Economic Well-Being: be actively protected from discrimination in order to live free from poverty and hardship

Core Commitments

The Newcastle Integrated Youth Strategy is:

- Based on the participation of young people and their parents and carers as well as those who provide services **(Participation Strategy)**
- Increase the impact of early intervention and effective prevention, including providing support to parents and carers **(Early Intervention and Prevention)**

- Provide a strong safeguarding and child protection framework and ensure that it is working especially for the most vulnerable (**Safeguarding**)
- Challenge those who provide education opportunities to improve the achievement of children and young people (**Schools Causing Concern and School Improvement**)
- Include everyone needs, receives and delivers services in Newcastle, respecting their dignity and diversity and searching out those who are excluded (**Inclusion Strategy**)
- Promote effective joint working to raise the aspirations of children, young people and their families (**Children's Trust Arrangement**)
- Build in continual review so that we can continually improve the impact of all of our work for children's wellbeing and achievement (**Performance Management**)
- Be focused on achieving improved outcomes and the most efficient and effective use of resources especially in the priorities for improvement (**Performance Management and Review**)

Priorities for Change in Newcastle

- To reduce the high rate of teenage pregnancies
- To reduce obesity in children
- To raise levels of educational achievement across all key stages
- To develop a comprehensive early intervention strategy to support parents, carers and families
- To reduce the number of looked after children in Newcastle

Children and Young People's Priorities for Change in Newcastle set out in "What Matters to Us"

- Respect for children and young people in relationships with adults
- Respect between different groups of children and young people
- Fair treatment from organisations
- Space and opportunities to spend time with friends
- Outdoor play spaces
- Accessible sports and leisure provision – cheap or free
- Road safety
- Anti-discrimination including bullying, racism and homophobia
- More policing to reduce crime and anti-social behaviour
- Decent neighbourhoods to grow up and live in
- Public transport
- Healthy lifestyle issues (around food, exercise, drugs, alcohol)

If you wish to explore any of the strategies, policies and plans in place in Newcastle please visit www.newcastlechildrenservices.org.uk

What is Newcastle Integrated Youth Strategy?

What does “Integrated Youth Strategy” really mean?

Dictionary definitions of the words are:

[Integrated]: to bring parts together into a whole

[Youth]: the period between childhood and adulthood; young people collectively. By young people we mean all those in the age range between 11 and 25 who live in Newcastle

[Strategy]: a high-level plan of action to achieve specific end

In terms of an Integrated Youth Strategy for Newcastle this means that we want to bring together **all** partners involved in the delivery of services for young people, including young people and their parents, to plan and deliver their work in cooperation and collaboration with each other. This will help us to make sure that all the resources we have to deliver services to young people in Newcastle are used effectively to promote the highest quality services without duplication. By including young people in the design of services we will make sure that resources are used to provide what young people want in ways and at places they are happy with.

The strategy is about showing how we in Newcastle can all work together to make sure all services for young people and their parents are easy to find out about, easy to contact, easy to get involved with, easy to understand and offer a mix of opportunities and challenges.

The Integrated Youth Strategy for Newcastle will bring together equally to plan, design and deliver a full range of services with and for all young people in the City aged 11 to 25, taking into account their individual and collective needs and the uniqueness of the communities in which they live. Many documents underpin this strategy including government legislation and guidance as well as local assessments of need.

Why have an Integrated Youth Strategy?

- Some young people and their parents do not have their needs fully met
- Services for young people and their parents could be more effective by working together more closely
- More could be done to help prevent young people from drifting into crime
- More could be done to ensure young people attend school and are supported to achieve their full potential
- More could be done to ensure that young people and their parents are supported to make the right decisions at the right time, including supporting them to **achieve economic well-being** and prevent them from experiencing poverty
- More could be done to involve young people and their parents/carers in the planning and design of services to make sure that they really are what young people want and need
- More imaginative ways of getting in touch with young people could be used
- Too many young people do not stay in education, employment or training when they leave school
- Not all young people and their parents know what is available or how to access services

We want services and service users in Newcastle to work together on all these areas to ensure that our Integrated Youth Services meet the needs of all young people in the city. We want all young people to know how to find out about services and be satisfied with the way they are delivered.

What must in Integrated Youth Strategy include?

Government guidance states that an Integrated Youth Strategy needs to include information about how four key areas of work with young people should be delivered, they are:

Things to do and places to go

This means that we will engage more with young people in positive activities and get them involved in shaping the services they receive. Our aim is that young people in Newcastle will have a wide variety of enjoyable and educational activities open to them

that will support them to develop as individuals and members of their community. These activities may be accredited and will be offered by a variety of reliable, high quality, risk assessed providers.

Volunteering

This means that we will encourage and support more young people to volunteer and become involved in their communities. Young people will be supported to volunteer in areas of interest to them by specialist organisations with a proven track record in managing volunteering schemes. As 65% of young people nationally have said they would volunteer if their efforts were recognised in some way we will make it a priority to explore existing and new ways of giving recognition and accreditation to be young volunteers.

Information, Advice and Guidance

This means that we will provide better information, advice and guidance to young people to help them make informed choices about all aspects of their lives. No one organisation or individual is qualified to offer impartial information, advice and guidance on all issues that young people face.

Through the Families Information Service we will make sure that young people, their parents and carers and professionals working with them are able to find out about the best agency or person to offer information, advice and guidance on a particular issue. Our ambition for Newcastle is that no young person, parent, carer or professional should need to say *“If only I’d known...”*

Targeted Services

This means that we will provide better and more personalised intensive support for each young person who has a serious problem or gets into trouble. We aim to make sure that the early intervention and effective prevention strategies that we put in place will mean that there are fewer young people who will need these targeted services. However there will always be some young people who need extra support at particularly difficult times in their lives. Our ambition for Newcastle is that we will be able to identify young people facing difficulties as early as possible and have one named Lead Professional to support them through their issues and enable them to overcome them and go on to achieve their full potential, using the Common Assessment Framework. We will make sure that young people get extra help when they need it.

In Newcastle we believe that there should be additional sections included in the strategy. The first is to emphasise our commitment to the active participation of young people.

Participation

This means that we recognise the right of young people to have a say in decisions that affect them and that we will involve them in dialogue as partners in the delivery of services that are provided for them. We will take young people's views fully into account when developing services and give them feedback on how and where their views have made a difference. There may be times when it is not possible to act on the views and wishes of young people and when this happens we will be open and honest with them about why this is the case.

Progression

We want all young people in Newcastle to know about the progression routes into further learning and fulfilling employment to give them maximum chances to succeed in life. Our ambition for Newcastle is to ensure that schools, colleges, work based learning providers, employers and universities continue to support young people in raising their aspirations, increasing their participation in learning and raising their attainment as they progress into adulthood. We want young people in Newcastle to be able to achieve their full learning potential so that they are in the best position to achieve economic well-being for themselves and their families in the future.

The Education and Inspections Act 2006 gives Local Authorities a new strategic role including:

- duties to promote choice, diversity, high standards and the fulfilment of potential for every child
- responsibility for making sure young people have a range of exciting things to do in their spare time
- provide positive activities for young people

Newcastle's Integrated Youth Strategy will help the Local Authority work differently with all partners to ensure that it fulfils these duties.

What do young people want a Newcastle Integrated Youth Strategy to include?

As part of the Participation Strategy agencies and professionals have been working with groups and individual young people to find out what they want Newcastle to be like as a city to grow up and live in. There is too much information to include all of it in this document but some examples are:

- Adults should ask young people what they want and not just assume.
- We would have more respect for adults if they could speak to us in a way that they would like to be spoken to themselves.
- Many young people believe that the neighbourhood you grow up in has a big impact on the person you will grow up to be.
- Racism stops us accessing the things we want to do.
- Young people said that they wanted time with their friends and want this to be valued as a way of spending their time and not always be “bombarded with information” every time they go to a youth club.
- Young people said that they would like to get involved in their communities especially in working against anti-social behaviour “getting rid of... bullies, getting more help and helping people who hang around all day drinking and by being able to go out and not be scared.”
- Young people would like to see people socialising together and “walk the streets, play out and have community parties.”
- Young people say that they want to get involved in community action like “picking up litter, ‘phoning the police if they see a fight, joining youth clubs that do things for the community.”
- 65% of young people say that they would get involved in their community if it were recognised in some way.
- Young people want accessible sports and leisure activities to be provided either cheaply or free.
- Young people want to be involved in decision making.

The Integrated Youth Strategy will make sure that these, and other priorities identified by young people, are taken into account during the development of integrated youth services in Newcastle. If you would like to find out more about what young people in Newcastle want from their city go to the hyperlink for “What Matters to Us” at the back of this document.

Principles:

All partners who become part of integrated youth services in Newcastle will be expected to work within the principles set out below:

1. Make sure that their work is based on the active **participation** of young people, parents, carers and those who provide services.
2. Increase the impact of **early intervention and effective prevention** making sure that fewer young people need specialist or crisis services. This includes providing support to parents and carers.
3. Work within the **Safeguarding and Child Protection Framework** and Standards as agreed by the Local Safeguarding Children Board.
4. Actively work to raise the **aspirations, attainment and achievements** of young people including making their families aware of the full range of opportunities open to them.
5. Include everyone who needs, receives and delivers services in Newcastle, respecting their **dignity and diversity**.
6. Reach out to **excluded, hard to hear and vulnerable individuals** and groups to make sure that they are able to access services fully.
7. Promote **effective joint working** to raise the aspirations of young people and their families in Newcastle.
8. Include **continual review** so that good practice can be shared, impact maximised and areas for improvement addressed.
9. Make sure that resources are used to improve outcomes for young people and are **deployed** to make sure that the best value for money is achieved.

Delivering the Newcastle Integrated Youth Strategy

1. Maintain ongoing discussions with young people to ensure that the way practitioners work with them and the way services are delivered meet their needs and ambitions
2. Maintain an open and honest consultation and participation process with young people and respect their right to be involved in making the decisions that affect them
3. Promote respect between groups of young people and the adults and services with which they work.
4. Have high but achievable expectations of and aspirations for young people and work with them to enable them to reach their full potential.

5. Promote the concepts of Opportunity, Progression, Challenge and Support for young people in all that we do.
6. Working together to remove barriers to inclusion for all young people.
7. Actively promote the right of all young people to gain access to the highest quality information, advice, opportunities and support available to them.
8. Make sure that there is a comprehensive Annual Local Offer of Services publicised in a variety of ways to all young people.
9. Make sure that all professionals working with young people are:
10. Qualified to an appropriate level
11. Have regular Enhanced CRB checks
12. Have regular management and supervision to make sure that their work is of a high standard
13. Understand and promote the Participation work with young people
14. Fully work towards the respect and inclusion strategies and principles adopted in Newcastle
15. Make sure that where a young person has need of extra help and targeted support that there is a single lead professional who takes responsibility of working with the young person and their family and manages all the support that the young person wants and needs.

The Transformation of Integrated Youth Services in Newcastle

First of all we must audit what provision is currently available to young people and check whether this is the right type of provision, offered in the right places at the right times to meet young people's needs. Once this has been done we will be able to plan what provision is meeting needs effectively and where provision needs to be improved or started up from scratch.

Once this has been done we will need to look at which providers will give young people the best quality services that will meet their needs and wants. This will be done by using the Commissioning Strategy Framework agreed by the Children and Young People's Strategic Partnership.

We must also make sure that the strategy and the services connected with it are evaluated regularly so that we improve the standards of what we deliver across Newcastle and that we get the best value for the money that is spent. Evaluation will help us to make sure that all partners can learn from each other about what works well and support each other to improve when things don't go as well as they could.

Who will manage the Newcastle Integrated Youth Strategy?

If we are going to develop a truly Integrated Youth Strategy for Newcastle it is essential that all partners are valued equally and have the opportunity to have a say in how services are shaped and developed.

A Newcastle Integrated Youth Strategy Partnership will be established from May 2008, building on the Integrated Youth Strategy Steering Group. This partnership will be responsible for the strategic delivery of the Newcastle Integrated Youth Strategy, for ensuring full implementation and delivery of our action plans and for overseeing the transformation for the City Council run Youth Service. The partnership will be chaired by Ruth Rogan, Head of Children and Young People in the Community.

The Partnership Board will need to be 'high-level' and have representation from a range of partners; Programme Groups will be established to support the development of the IYS thematic action plans. It is important that representatives from a range of agencies are involved, including:

- Voluntary Sector Organisations
- Elected Members
- Play Service
- Youth Service
- Education
- Education Business Partnership
- Health
- Schools
- Newcastle College
- Job Centre Plus
- Inclusion Services
- Youth Offending Team
- Learning and Skills Council

The progress made towards delivering the Newcastle Integrated Youth Strategy and services within it will be reported on a quarterly basis to the Children's Services Programme Board and the progress towards national and local targets will be reported to the Integrated Youth Strategy Partnership Board and the Children and Young People's Strategic Partnership Executive. If there is concern about progress in any area then a remedial action plan will be put into place to supplement the actions already outlined in the delivery plan.

Project Managers will be appointed to coordinate and lead on the delivery of the thematic action plans (see contact details at the end of the Strategy); the Project Managers will report directly to the Programme Executive and Programme Board and need to ensure partners are fully engaged and that young people's views and opinions are influencing key developments.

Project Management Framework

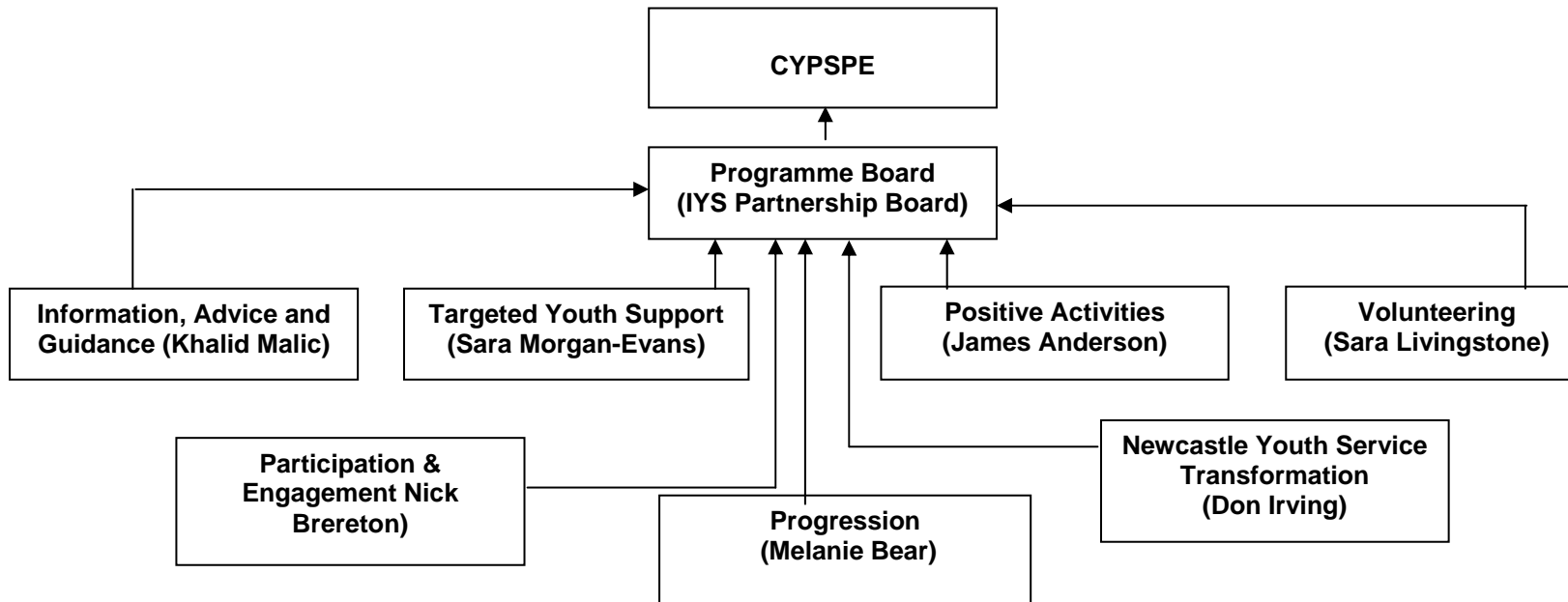
Although substantial preparatory work had already been undertaken to develop action plans to deliver the universal, targeted and specialist support services to young people as set out in the IYS; the Children's Service Directorate Programme Board (CSDPB) felt that individual projects would benefit from sitting within a wider programme of activity and management through the formal processes set out in the Newcastle Project Management Framework (NPMF2). The CSDPB therefore identified a Programme Manager (from the Change and Improvement Team, Corporate Business Management) to manage the programme and work with officers in the directorate to meet its statutory requirements.

The programme will manage seven discrete projects, these are:

- Targeted Youth Support
- Information, Advice and Guidance
- Positive activities
- Volunteering
- Participation and Engagement
- Progression
- The Transformation of Newcastle Youth Service

Governance

The following provides an overview of the Integrated Youth Strategy Programme governance structure which reports to the Children's Services Directorate Programme Board on a bi-monthly basis.



Key responsibilities of the Programme Board

The existing Integrated Youth Strategy Partnership will serve as the Programme Board. Membership of this group has been revised to include the Programme Executive (Ruth Rogan, Head of Children and Young People in the Community); the Programme Manager (Jessica Robson, Corporate Business management); the Project Managers (as set out in the governance structure) and the Programme and Project Assurance representatives (some still to be confirmed). Any external partners that sat on the original group could now move into individual projects as the strategy moves into implementation phase.

Specific expectations of the Programme Board members will be set out in a separate terms of reference document.

Key responsibilities of the Programme Board include:

- Providing strategic direction and leadership for projects within the programme
- Managing relationships with external stakeholders
- Allocating resources across the programme
- Ensuring that all projects that are managed within its remit use an appropriate level of project management as set out in NPMF2
- Consideration, review and sign off all Project Initiation Documents produced by Project Managers (details of which are set out under section 2.3)
- Taking decisions on risks and issues escalated from individual Project Boards (or other sources where appropriate)
- Receiving and challenging the Programme Board reports which highlight progress from individual projects
- Monitoring progress, risks and issues
- Cascading information back to appropriate officers
- Reporting bi-monthly to the Children's Services Directorate Programme Board and providing ad hoc information as required, reporting formally to the Children and Young People's Strategic Partnership in September 08.

Key responsibilities of the Project Board

Each project within the programme will aim to set up a Project Board that will:

- Provide leadership and direction ensuring that the project fits with the strategic objectives of the wider programme
- Provide the forum to negotiate solutions to any problems or conflicts between projects within the programme, projects outside of the programme, external bodies or day to day work
- Identify the most appropriate officers to lead on work streams and ensure that adequate resources are made available to deliver the project aims
- Be accountable for the success of the work streams and take the required action to ensure successful delivery
- Approve all project management documentation including the project plan
- Consider and sign off any changes or deviations from the original project plan
- Sign off the completion of each stage and authorising the start of the next stage
- Proactively manage project risks or, if necessary, escalate risks, issues or problems that cannot be solved at the Project Board to the Programme Board recommending appropriate actions
- Ensure all actions in the Communication Plan to inform stakeholders about relevant aspects of the project are completed
- Agree the End Project Report and formal closure of the project, ensuring all lessons learned are documented

Key responsibilities of the Project Managers

The Project Managers will:

- Provide leadership and a clear articulation of the Programme Board's expectations of the project team and project objectives
- Liaise with Project Assurance representative to assure and agree the overall direction, technical and quality plan for the project.
- Produce a Project Initiation Document (PID) which defines objectives, scope, approach, significant risks, communication and other key areas
- Manage all aspects of project management and delivery on a day to day basis
- Develop and deliver all objectives and benefits defined in the PID
- Ensure all of the products meet defined requirements and all constraints (time, cost, quality) as defined
- Liaise with other appropriate Project Managers to ensure work is not overlooked or duplicated (ensuring effective use of resources)
- Manage the allocation of tasks and Work Packages to any officers working on the delivery of the project (including Work stream Managers)
- Define and maintain the Project Plan, monitoring actual progress against the plan and agreed tolerances, updating as necessary
- Manage project budget and monitoring expenditure and costs as the project progresses
- Manage any dependencies and ensure that all risks, issues, approved change requests and lessons learned are managed and actioned
- Produce and manage the delivery of the Communication Plan to engage, inform and work with the diverse range of stakeholders involved in or impacted upon by the project
- Report progress to the Programme Board on a monthly basis

Key reporting requirements

- The Programme Board will report bi-monthly to the Children's Services Directorate Programme Board, highlighting the programme's overall progress as well as key strategic risks, issues and any budgetary concerns
- Reports from individual projects and work streams to the Project / Programme Board will be via regular Traffic Light Reports completed by each Project / Work stream Manager. These reports will give a brief overview of progress, current key risks and issues impacting on the project and an overview of budgetary status and forward plan.

CYPSPE

To oversee the development of children's trust arrangements in Newcastle and implement to delivery of the Newcastle Plan for Children and Young People

IYS Partnership Board

To manage the strategic Transformation of Newcastle's Integrated Youth Services and co-ordinate the work of Project Groups

Project Groups

To develop action plans and manage their delivery; to monitor and evaluate the impact of action plans and suggest and implement corrective action where this is not satisfactory and to collect evidence of positive practice and impact on the lives of young people.

How will we know if we have made a difference?

1. Young people will know that they are valued and respected as citizens of Newcastle.
2. Access to an easy to use website where everyone can find out about all the services available for young people both in local areas and city-wide. This website will have links to other useful websites such as alreet.com and the Connexions local website as well as key national websites.
3. Information material about services available in a variety of formats and languages so that young people who would like to access information in ways other than a website or in a different language from English are able to do so.
4. Young people will know that the staff they work with are fully qualified, up to date and competent to deliver services to local and national standards.
5. Young people will be fully involved in the planning, design and delivery of new services and in the quality assurance and improvement of existing services.
6. Young people will be trained and participate fully in the recruitment and selection of the staff who will be working with them.
7. Young people will receive a comprehensive Annual Youth Offer that is well publicised to all young people, parents, carers and professionals.
8. Appropriate and timely opportunities and activities that help young people, their parents and carers make informed choices about their future plans for learning and employment.
9. An annual event to celebrate the positive contribution that young people in Newcastle have made in the quality of their own lives and the lives of those around them.

Action Plans

Introduction

It is important to recognise that there are already many action plans in place to deliver and develop the universal, preventative, targeted and specialist support services to young people that are set out within the Newcastle Integrated Youth Strategy. These plans set key targets for Newcastle, how these will be achieved and who takes lead responsibility for them. These plans are delivered in partnership by a range of agencies and/or through multi-agency teams demonstrating the high level of integration that is already in place. Links to these documents can be found at the back of Newcastle's Integrated Youth Strategy.

This action plan will not repeat or replace the well thought out plans that are already in existence, which many partners across the City have stated their commitment to support. This document will identify additional and supplementary actions that will enhance what is already being provided. It will identify new activities that will be both aspirational as well as inspirational and involve the full participation of young people and all partners contributing to integrated youth services in Newcastle.

In order to involve all partners, whilst recognising and celebrating all contributions and achievements in providing integrated youth services it is planned to hold an annual celebration event. Together, with an annual report, this will highlight the impact that integrated youth services have had on young people, their families and communities and give the opportunity for all elements of integrated youth services to be recognised.

Key Plans Underpinning the Newcastle Integrated Youth Strategy

Things to do, Places to go:

Alreet.com

CIS Database

Transformation of Newcastle Youth Service

Aiming High for Young People

Information, Advice and Guidance Strategy:

Connexions Delivery Plan for Newcastle

CIS Database

Progression:

Every Learner Counts – 14-19 Strategy and Action Plan for Newcastle

Connexions Delivery Plan for Newcastle

Targeted Youth Support:

Youth Offending Team Plan

D'n'A Delivery Plan

Teenage Pregnancy Partnership Strategy and Plan

Participation and Engagement:

The Newcastle Children and Young People's Engagement Strategy

Children and Young People's Participation Strategy

In addition this action plan needs to be read in conjunction with the Newcastle Plan for Children and Young People.

Action Plans

VOLUNTEERING

	Action	Tasks	Resources	Lead Agency	Timing	Success Criteria	Risks and Control Actions
1	Development & promotion of guidelines around volunteering for young people, parents/carers and organisations	<p>i – collate existing guidelines & policies; to include national legislation</p> <p>ii – Design an appropriate format for dissemination</p> <p>iii – Promotion and distribution of the resource</p>	<ul style="list-style-type: none"> • Staff time • Design, print and distribution costs • Promote to young people through an on-line resource such as www.alreet.com 	Volunteer Centre, Newcastle (TBC)	IYS Co-ordinator talk to the VCN	All young people, parents/carers and agencies engaging in youth volunteering understand the policies and guidelines	<p>Risk</p> <p>Current lack of formal agreement with Volunteer Centre creates a delay in moving the action forward</p> <p>Control</p> <p>In the absence of an Engagement Officer SB meet with Volunteer Centre Mgmt and obtain agreement to develop the resource</p>
2	Seek funding to widen volunteering opportunities for young people	<p>i - research funding options</p> <p>ii - Young people to identify gaps in opportunities</p>	<ul style="list-style-type: none"> • Staff and young people's time 	TBC	On going	Funding coming into Newcastle specifically to support youth volunteering	<p>Risk</p> <p>Funding opportunities are not maximised due lack of coordination and awareness of what is available</p>

		iii - Look to consortia approach to submit funding bids					Control Research funding options and develop consortia approach
3	Accredit volunteering and develop clear options for progression	<p>i – Map existing accreditation pathways</p> <p>ii- Map progression routes for young people and build in sections on citizenship (with strong link to local community areas), social entrepreneurialism, skill development and employability (linked to the 'Grow Your Own' agenda)</p> <p>iii – Develop local accredited system with young people if desired</p> <p>iv – Present the above as part of the guidelines to be developed (see action point 1)</p>	<ul style="list-style-type: none"> • Staff time • Young people's time • Accreditation costs 	TBC	TBC	Numbers of volunteers with accreditation increases	<p>Risk Lack of clarity on action owner</p> <p>Control Voluntary Sector Liaison Officer to coordinate subgroup of the Voluntary sector forum to develop accreditation systems</p>
4	Research impact of payments for young volunteers	i – Research, current benefits systems and proposed models of	Staff time	TBC	TBC	A Newcastle approach to the 'V' agenda	<p>Risk Lack of clarity on action owner</p>

		<p>financial support through the 'V' funding including consultation with youth training schemes on how it will affect them.</p> <p>ii – Look at evidence from the national pilot areas and learn from their experience</p> <p>iii –Consult on possibility of a collaborative, local pilot project that incorporates financial support for young people</p>					Control Voluntary Sector Liaison Officer to coordinate subgroup of the Voluntary sector forum to develop accreditation systems
5	Develop clear links to ward level local structures to engage young people in community action (for those who want to work in this way)	<p>i – Use the developing ward-based youth forum format to engage with young people and find out what role they would like to play in their local communities</p> <p>ii – Encourage young people to develop ward-level social events for other young people as a means of creating a closer community</p>	<ul style="list-style-type: none"> • Staff time • Young people's time 	To be decided locally as appropriate	Alongside development of local youth engagement strategy	<ul style="list-style-type: none"> • Young people engaged and involved in forums and their local communities • Young people receive recognition for their engagement 	No risks identified – awaiting recruitment of Voluntary Sector Engagement Officer

6	Explore the potential to employ a Youth Volunteer Development Manager and Youth Volunteer Advisor	<ul style="list-style-type: none"> i – Monitor 'v' website for employment details ii – Set up job application processes iii – Interview and appoint 	<ul style="list-style-type: none"> • Wages and on costs 	Volunteer Centre, Newcastle TBC	When Youth Offer confirmed by government	<ul style="list-style-type: none"> • Central agency co-ordinating and overseeing volunteering opportunities 	<p>Risk</p> <p>Current lack of formal agreement with Volunteer Centre creates a delay in moving the action forward</p> <p>Control</p> <p>In the absence of an Engagement Officer SB meet with Volunteer Centre Mgmt and obtain agreement to explore recruitment of resource</p>
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INFORMATION, ADVICE AND GUIDANCE

	Action	Tasks	Resources	Lead Agency	Timing	Success Criteria	Risks and Control Actions
1	Maintain and develop a highly qualified workforce able to offer high-quality, impartial IAG, support and referral for all young people throughout their teenage years	<ul style="list-style-type: none"> Map the current universal, targeted and specialist services and identify any duplication or gaps via CIS database Commission services to fill gaps and decommission areas of duplication Ensure that all services at least meet the new IAG Quality Standards (currently out for consultation) once these have been agreed including professional competence 	<ul style="list-style-type: none"> CIS database & IYS Co-ord. IYS Steering Group and commissioners Planning and performance group. Work Force Dev. Manager 	<p>CIS</p> <p>IYS Lead</p> <p>PPQ Lead</p>	<p>09/07</p> <p>04/08</p> <p>TBC</p>	<ul style="list-style-type: none"> CIS Database evaluation, coverage and use Gap and duplication analysis and ongoing evaluation shows reduction in both Commissioning strategy and regular gap/duplication analysis shows increased coverage if IAG services Services commissione 	<p>Risk</p> <p>High quality IAG is not maintained resulting in a potential increase in numbers of young people who do not progress with their learning and become NEET.</p> <p>Control</p> <p>Connexions T&W Transition Group Newcastle Connexions Transition Group</p>

						d or tasked with delivering IAG meet the national standards including having fully qualified, regularly assessed workers. If the national standards include a quality charter mark then deliverers of IAG services in Newcastle would be expected to hold this.	
2	Develop multi-agency teams able to offer the full range of IAG from one stop shops – either virtual or actual	<ul style="list-style-type: none"> • Ensure that this objective is incorporated into the Models of Service element of the Newcastle Transformation Programme theme 5 • Through commissioning briefs 	<ul style="list-style-type: none"> • Theme 5 Board and IYSSG • IYSSG and commissioners 	IYS Co-ord and IYSSG IYSSG	04/08 04/08	<ul style="list-style-type: none"> • CIS database evaluation, coverage and use • Analysis of neighbourhood, local and city-wide IAG networks • Perception survey of 	No risks identified

		<p>ensure that services are encouraged to co-operate and co-locate where possible.</p> <ul style="list-style-type: none"> Develop robust ISPs and ISAs to ensure that information is appropriately and securely shared between agencies and professionals building on what already exists. 	<ul style="list-style-type: none"> Information Sharing Manager/CAF Co-ordinator 	ISM and CAF Co-ord	04/08	<p>users and their families</p> <ul style="list-style-type: none"> Ongoing analysis of services to build up a picture of co-operative working Analysis of VFM where this takes place Perception survey of users and their families as to the impact of inter-agency co-operation and co-location Number of ISPs and ISAs in place. Number of instances of where information sharing has 	
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						not occurred to the detriment of the young person or their family	
3	Develop a holistic approach to addressing the IAG needs of whole family units rather than only having a focus on individuals in isolation	<ul style="list-style-type: none"> Identify key hotspot areas where specific, targeted IAG could have an impact on outcomes e.g. teenage conceptions, workless households Bring together key agencies and young people to design and deliver a targeted IAG campaign to young people, their families and communities on the specific issue 	<ul style="list-style-type: none"> Lead Partnership Boards e.g. TPP Board and IYSSG and IYS Co-ord. IYS Co-ord and key agencies 	Lead Partner & IYSSG IYS Co-ord	09/07 09/07	<ul style="list-style-type: none"> Evaluate campaigns via number of people reached, their views of the campaign Use statistical data to identify whether the campaign could have had any impact on the improvement of outcomes if they have improved(!) Evaluate methods used in campaigns against each other to see whether a particular approach or 	No risk identified

						range of approaches worked best	
4	Manage the transition of vulnerable individuals to adult services at an appropriate point to prevent lost contact	<ul style="list-style-type: none"> Using ISPs and ISAs agencies to work together to identify vulnerable individuals at risk of not making positive progressions. NB: many of these will already be in receipt of multi-agency support but some e.g. low achievers who drift in and out of NEET may not. Set up SLAs including ISPs and ISAs with adult's services so that a managed transition can be put in place. This should include active support and introduction of the service user to the adult service not simply referral 	<ul style="list-style-type: none"> IYSSG and IYS Co-ord IYSSG and IYS Co-ord plus named leads from adult services 	IYS Co-ord IYS Co-ord	04/08 04/08	<ul style="list-style-type: none"> Pilot of this activity re: 18-19 year olds NEETs being undertaken by New Futures and Connexions as part of 07/08 delivery plan. Suggest that this is evaluated and that a full report is circulated to the IYSSG for discussion on a way forward from 04/08 Pilot will include the setting up of 	<p>Risk</p> <p>New Director of Adult Services does not view this as a priority results in increased difficulty putting sound mechanisms into place to manage transition services meaning lost contact with young person who may not receive the support they need.</p> <p>Control</p> <p>Arrange a meeting with the new Director to raise awareness and ensure SLA is viewed as a priority and set up.</p>

						an SLA, ISP and ISA, which can be assessed as part of the full evaluation and built on if successful.	
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POSITIVE ACTIVITIES

	Action	Tasks	Resources	Lead Agency	Timing	Success Criteria	Risks and Control Actions
1	Publish a youth entitlement for young people offer of things to do and places to go for young people, looking at positive activity in the wider sense	<ul style="list-style-type: none"> To develop a mechanism for young people, parents and carers and service providers to annually review and develop the Youth Entitlement. Youth Entitlement to incorporate government guidelines to meet minimum standards. To establish how far away we are from delivering the recommended requirement of positive activities per week to young people. Children and Young People's Strategic Partnership to endorse the annual youth entitlement. Through the Positive Activities for Young People funding, 	PAYP Publicity Budget	IYS Coordinator Theme leads and sub group	July 2007	<p>Risk Partners and service providers fail to buy in to the overall 'offer' resulting fragmented service provision and poorer outcomes for young people Control See IYS Risk Register</p> <p>Risk Failure to promote services with the correct marketing strategy results in hard to reach young people being excluded from services Control</p>	Publish a youth entitlement for young people offer of things to do and places to go for young people, looking at positive activity in the wider sense

		<p>market services to young people and communicate with parents, carers, schools etc.</p> <ul style="list-style-type: none"> • Develop a creative appraisal & monitoring system of the Youth Entitlement that young people can implement • Create mechanisms to ensure that young people are aware of the entitlement under the Youth Entitlement 				<p>PAYP Grant administered by CiS</p> <p>Produce brochure</p> <p>Establish monitoring group through PTGTTD task group</p> <p>Set up feedback mechanisms with all providers to monitor take up</p>	
2	<p>Promote the Youth Opportunity Fund in Newcastle to the widest possible section of young people, particularly those 'hard to reach' young people.</p>	<ul style="list-style-type: none"> • Develop a clear process for young people and organisations to bid into the fund • Promote the fund using existing networks and incorporating approaches such as young people friendly briefing sessions based in community settings • Develop a clear funding strategy for the future with sustainability at the forefront of planning 	YOF/ YCF Budget	YOF Steering Group	Ongoing	<p>Risk</p> <p>Opportunity to elicit continued engagement from young people over a sustained period</p> <p>Control</p> <p>Establish Youth Opportunity Fund Steering Group</p> <p>Develop mechanisms to follow up young people's progress and future</p>	<p>Promote the Youth Opportunity Fund in Newcastle to the widest possible section of young people, particularly those 'hard to reach' young people.</p>

						involvement in future youth services e.g. periodical questionnaire	
3	To work alongside public/community transport to explore safety/accessible and affordability for young people.	<ul style="list-style-type: none"> • Support existing dialogue with transport providers and young people to explore a range of related issues. • Promote, publicise and replicate good practice which is emerging from the R.Y.W.U e.g. training for transport staff 		Regional Youth Work Unit Local Youth Forums	Ongoing	Risk Transport providers are unable to offer incentives/discounts on travel for young people resulting in inability to deliver on a key priority identified by young people in 'What Matters to Us'	To work alongside public/community transport to explore safety/accessible and affordability for young people.
4	Develop closer links with the Newcastle and Northumbria Universities to increase access to local opportunities for young people.	<ul style="list-style-type: none"> • Establish key areas of shared involvement, for example sporting opportunities and community based project work with young volunteers • Help support the raising of aspirations by linking into the Universities' 'Widening Participation' agenda 		IYS Coordinator Steering Group		Risk Opportunity to create a environment where YP have increased access to Uni facilities and students are able to get involved in community and youth organisations/project work through	Develop closer links with the Newcastle and Northumbria Universities to increase access to local opportunities for young people.

						<p>volunteering Control</p> <ul style="list-style-type: none"> • Jointly develop protocols which enable continued engagement from students and Universities to develop and buy into schemes • Monitor levels of engagement and amend protocols where necessary 	
5	Develop a programme of youth exchanges – aimed at raising aspirations and broadening horizons	<ul style="list-style-type: none"> • Develop closer links with Connect Youth and the Commonwealth Youth Exchange Centre. • Provide training courses for those youth workers interested in developing exchange work 	National & Local funding steams	Youth Service and Regional Youth Work Unit	Ongoing	<p>Risk</p> <p>Failure to engage a cross section of young people in exchange programmes resulting in missed opportunities from all young</p>	Develop a programme of youth exchanges – aimed at raising aspirations and broadening horizons

		<ul style="list-style-type: none"> Promote other varieties of youth exchange opportunities e.g. portfolio initiatives. 				<p>people particularly hard reach to reach groups</p> <p>Control</p> <p>Ensure planning and involvement of young people reflects a cross section of community and criteria to access programmes is inclusive</p>	
6	Develop more opportunity for outdoor and adventure education at affordable prices, particularly during summer holiday periods.	<ul style="list-style-type: none"> Explore possibly of a citywide summer school (university) offering a range of outdoor, adventure activities. Engage with wide range of providers to create a rich programme of activities. 	TBC	Youth Service Steering Group	Ongoing	<p>Risk</p> <p>Unable to engage hard to reach groups in a summer programme leads to some young people continuing to feel disenfranchised and unable/unwilling to engage ultimately resulting in poorer outcomes</p> <p>Controls</p> <ul style="list-style-type: none"> Creative 	Develop more opportunity for outdoor and adventure education at affordable prices, particularly during summer holiday periods.

						<p>marketing</p> <ul style="list-style-type: none"> • Ensure planning of summer programmes incorporates issues such as accessibility, suitability and affordability. • Develop standardised monitoring and evaluation mechanism using feedback from young people and statistics monitoring anti social behaviour and positive outcomes for young people involved. 	
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TARGETED YOUTH SUPPORT

	Action	Tasks	Resources	Lead Agency	Timing	Success Criteria	Risks and Control Actions
1	Ensure targeted and specialist services are working together to coordinate accessible and flexible provision to all young people in need of specialist services	<ul style="list-style-type: none"> Develop an understanding of the existing good practice locally, regionally and nationally in relation to the provision of targeted support and the transitional arrangements for young people in need of additional specialist provision Provide a formal opportunity for targeted and specialist services to learn from this and explore options for improving referral pathways and increasing understanding of roles. 		IYSSG	TBC		<p>Risk Key partners do not engage in the process to understand range of services and good practice and do not take an active role in co-ordinating services leads to a disjointed service provision with poorer outcomes</p> <p>Control</p> <ul style="list-style-type: none"> Continue to engage partners at IYS events. Identify resource to set up and coordinate commissioning of targeted support services: evaluate existing communication mechanisms and services and identify gaps with

							agencies providing targeted support
2	Promote the need for targeted prevention work in areas such as youth offending, mental wellbeing, drugs and alcohol, homelessness, sexual health and safety	<ul style="list-style-type: none"> • Include prevention work in the delivery objectives of services providing targeted support and specialist provision • Ensure young people have opportunities to reflect on prevention as well as treatment and support when providing feedback 		IYSSG			<p>Risk</p> <p>Current commissioning processes do not prioritise prevention work – insufficient/unquantified resources identified/required</p> <p>Risk</p> <p>Lack of reliable evidence base and resource to develop a robust and coordinated approach to preventative services</p> <p>Control</p> <p>Identify and focus upon good practice locally and identify resources to replicate</p> <p>Explore the development strategic mechanisms for a proactive and coordinated</p>

							approach to preventative services e.g. Locality plans to incorporate preventative focus
3	Ensure universal services such as housing and policing are fully integrated into the delivery of targeted support	<ul style="list-style-type: none"> Initiate discussions with locality managers about the development of possible structures and communication processes to make progress with this. 		IYSSG			<p>Risk</p> <p>Availability of locality managers</p> <p>Control</p> <p>Initiate discussions or escalate lack of availability if issue becomes material in terms of achieving key deadlines/outcomes of IYS</p>

Explanation of terms

Improve Outcomes	Make what happens in the lives of young people better e.g. reduce the number of young people who live in workless households
Positive Opportunities / Activities	The chance for young people to take part in activities that improve things for themselves who live in workless households
Participation	Involving young people in dialogue in the planning, design and delivery of service from the very start, not saying “this is what we plan to do, what do you think?”
Impact	The positive difference that is made to people and their lives by what happens e.g. fewer young people are hurt in road traffic accidents
Early Intervention & effective prevention	Finding out about things that may be going wrong early on so that work can be done with individuals, families or communities to stop things getting worse and supporting young people to overcome their difficulties so that they can move on

Obesity	Being unhealthily overweight
Co-operation	People and organisations working together to achieve a particular goal which benefits all
Collaboration	To work in partnership
Resources	All the things that we have available to help us to achieve what we need to. This includes money, staff, buildings, time and materials – in fact anything that helps to get the job done
Duplication	This means wastefully doing the same things more than once or not planning effectively e.g. having 2 youth clubs on the same night in buildings next door to each other – unless there is a good reason for it

Diversity	The differences between people, cultures and communities
Aspirations	The hopes that people have for their futures and what they can achieve
Continual review	Constantly looking at what is done or delivered to make sure that it is of a high standard and sets out to achieve what it is meant to
Achieve / Reach their full potential	People are able to achieve as much as they can as individuals in all aspects of their lives
Concepts	Ideas

Principles	A set of rules that identify a proper way of working or code of conduct
Deployed	Where and how resources are put and used
An open and honest participation and consultation process	Making sure that there are simple and effective ways for young people to be involved in the Youth Strategy and Services and that there are no hidden plans or issues
Progression Routes into Further Learning	Gradual movement through different qualifications at various levels whether academic like GCSEs and A Levels, vocational like certificates and diplomas or work based live NVQs
Achieve Economic Well-Being	This means that by achieving their full potential in learning and employment young people will be able to support themselves financially and not experience poverty and/or unemployment in their adult lives

Audit	The identification and inspection of all services that are currently in place
Commissioning Strategy	A plan of how and who should pay for and deliver services
Equal status	Every person or organisation has the same say and right to respect as all the others
Remedial action plan	A plan of things that need to be done to make sure things that are going wrong get back on track

Enhanced CRB Checks	Detailed checks carried out by the Criminal Records Bureau to make sure that those people employed to work in services dealing with young people or vulnerable adults do not have any criminal convictions which would make them unsuitable for the job
Independent Chairperson	A person who manages a board, committee or steering group meeting who does not have a financial or personal advantage to gain. They will be able to make sure that decisions made are in the best interests of everyone
Dominate	Taking control of things and trying to have the most influence over decisions – in this case inappropriately
Supplement	Add to what has already been done or planned

List of Contributors

- Arts Development Team – Newcastle City Council
- Behaviour Improvement Programme Coordinator
- Children North East
- Children, Young People and Specialist Services
- Children’s Services Workforce Development Manager
- Clerk to Dinnington and Hazelrigg Parish Councils
- CSV Millennium Volunteers
- DnA Services for Young People
- EECDA
- Family Health and Community Project
- FAR Community Centre
- INLINE
- Kids Cabin
- Leaving Care Support Team
- Linhope Pupil Referral Unit
- Facilities Support
- Newcastle Children’s Fund
- Newcastle Education Welfare Service
- Newcastle Independence Network
- Newcastle New Deal for Communities
- Newcastle Primary Care Trust
- Newcastle upon Tyne YMCA
- Northumberland and Tyne and Wear NHS Trust
- Newcastle City Council Play and Youth Service
- Relate Northumberland and Tyneside
- Scotswood Natural Community Garden
- Streetwise
- The Prince’s Trust
- Transformational Change Lead for Children’s Services
- **Young People**
- Barnardos
- Blakelaw and North Fenham Parish Council
- Children with Disabilities Team
- Children’s Express
- Clerk to Brunswick Parish Council
- Connexions
- CTLD
- Early Education and Childcare Service
- Family Support Worker
- Housing Advice Centre
- Volunteering Centre
- Learning and Skills Council
- The Children’s Society
- Neighbourhood Services
- Newcastle 14-19 Learning Partnership
- Newcastle College
- Newcastle Learning Partnership
- Newcastle NHS Foundation Trust
- Newcastle Secondary Schools
- Newcastle YMCA Youth Initiative
- Project Northumberland
- Scotswood Area Strategy
- Roshni
- Strategic Housing Support
- Supporting People – Social Services
- Them Wifies
- Weston Spirit
- Youth Inclusion Programme

For further information

This strategy is available electronically at www.newcastlechildrenservices.org.uk

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