





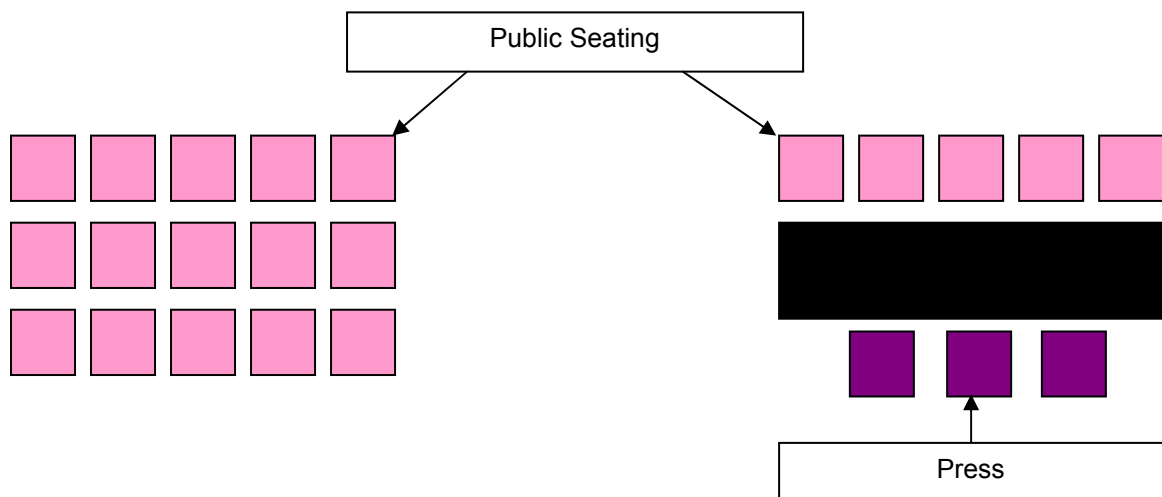
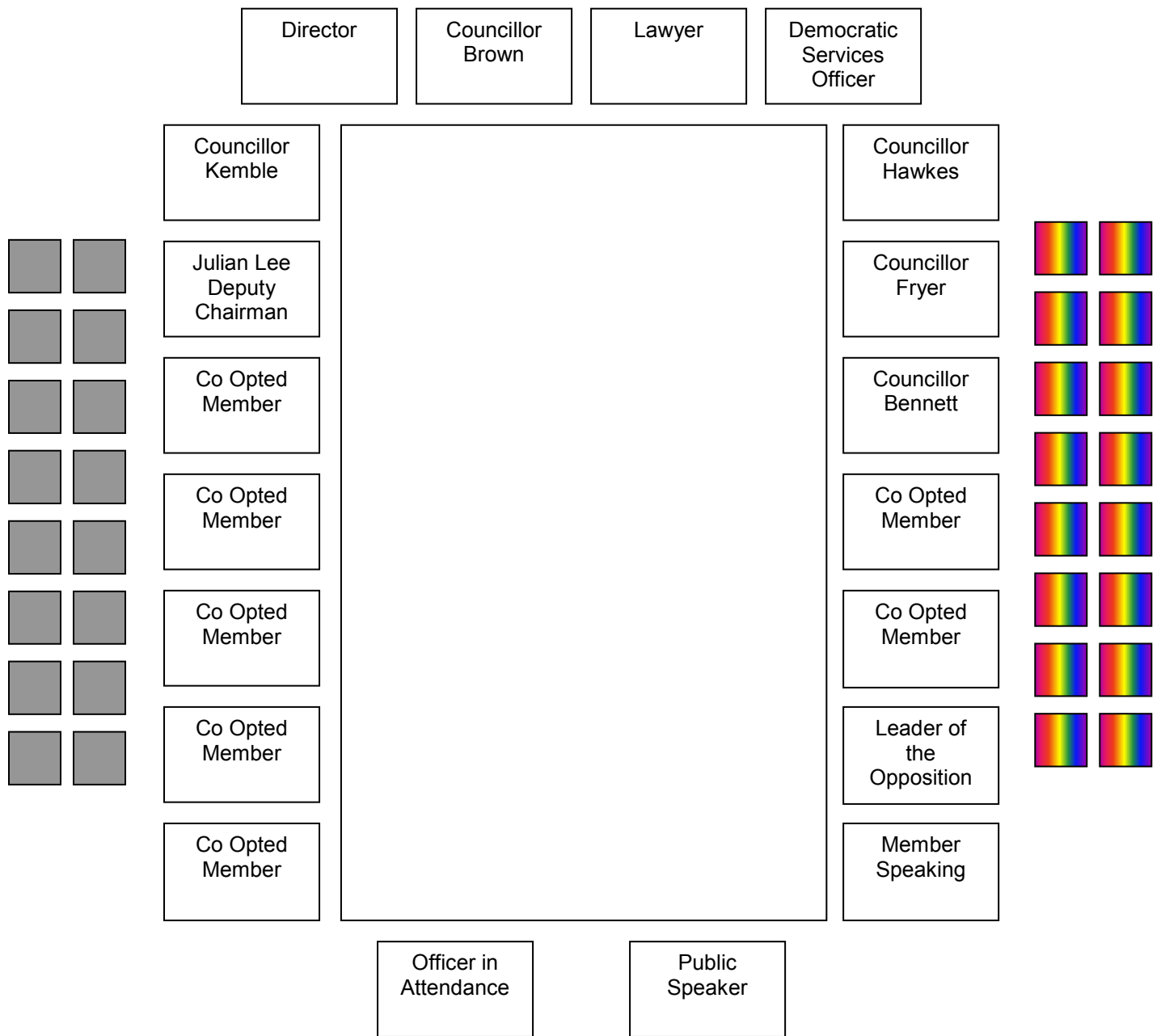
**Brighton & Hove
City Council**

Children & Young People's Trust Board

| | |
|----------|--|
| Title: | Children & Young People's Trust Board |
| Date: | 1 December 2008 |
| Time: | 5.00pm |
| Venue | Council Chamber, Hove Town Hall |
| Contact: | Nara Miranda Democratic Services Officer 01273 291004 (voicemail only) nara.miranda@brighton-hove.gov.uk |

| | |
|---|---|
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Democratic Services: Meeting Layout



CHILDREN & YOUNG PEOPLE'S TRUST BOARD

The Following are requested to attend the meeting:

Councillors: Mrs Brown (Chairman), Bennett, Fryer, Hawkes (Opposition Spokesperson) and Kemble,

Brighton & Hove Primary Care Trust: Julian Lee (Deputy Chairman), Darren Grayson and Dr Louise Hulton

South Downs Health: Simon Turpitt, Mo Marsh and Anne Caborn

Non-Voting Co-optees:

| | |
|-------------------------|--|
| Lynette Gwyn Jones | Brighton & Sussex University Hospitals NHS Trust |
| David Standing | Community & Voluntary Sector Forum |
| Gail Gray | Community & Voluntary Sector Forum |
| Andrew Jeffrey | Parent Forum |
| Eleanor Davies | Parent Forum |
| Carole Shaves | Sussex Police Authority |
| Professor Imogen Taylor | Universities of Brighton & Sussex |
| Vacancy | Youth Council |
| Vacancy | Surrey & Sussex Strategic Health Authority |

AGENDA

33. PROCEDURAL BUSINESS

- (a) Declaration of Substitutes - Where Councillors are unable to attend a meeting, a substitute Member from the same Political Group may attend, speak and vote in their place for that meeting.
- (b) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (c) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading either that it is confidential or the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

A list and description of the categories of exempt information is available for public inspection at Brighton and Hove Town Halls.

34. MINUTES OF THE PREVIOUS MEETING 1 - 6

Minutes of the meeting held on 20 October 2008 (copy attached).

35. CHAIRMAN'S COMMUNICATIONS

36. LETTERS FROM COUNCILLORS 7 - 8

- (i) **Bridge 2 Attendance** – Letter from Councillor Morgan (copy attached).

37. STRATEGIC COMMISSIONING PLAN

Presentation by Darren Grayson and Amanda Fadero (Brighton & Hove Primary Care Trust)

38. 2008/09 TBM 6 9 - 20

Report of the Director of Children's Services (copy attached).

Contact Officer: Louise Hoten Tel: 29-3440
Ward Affected: All Wards

39. COMMISSIONING STRATEGY FOR YOUTH AND CONNEXIONS

21 - 56

Report of the Director of Children's Services (copy attached).

Contact Officer: Gillian Cunliffe

Tel: 293447

Ward Affected: All Wards

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next Cabinet Member Meeting is 12 noon on the fifth working day before the meeting.

Agendas and minutes are published on the council's website www.brighton-hove.gov.uk. Agendas are available to view five working days prior to the meeting date.

Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact Nara Miranda, (01273 291004 (voicemail only), email nara.miranda@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Friday, 21 November 2008

BRIGHTON & HOVE CITY COUNCIL

CHILDREN & YOUNG PEOPLE'S TRUST BOARD

5.00pm 20 OCTOBER 2008

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors: Mrs Brown (Chairman), Bennett, Kennedy, Hawkes (Opposition Spokesperson) and Kemble

Brighton & Hove Primary Care Trust: Julian Lee (Deputy Chairman) and Darren Grayson

South Downs Health: Mo Marsh

Non-Voting Co-optees:

David Standing, Community & Voluntary Sector Forum

Gail Gray, Community & Voluntary Sector Forum

Andrew Jeffrey, Parent Forum

Eleanor Davies, Parent Forum

Professor Imogen Taylor, Universities of Brighton & Sussex

Also in attendance:

John O'Sullivan, South Downs NHS Health Trust

Apologies:

Simon Turpitt, South Downs Health NHS Trust

Anne Caborn, South Downs Health

PART ONE

25. PROCEDURAL BUSINESS

25a Declarations of Substitutes

25.1 Councillor Kennedy declared that she was attending as the substitute Member for Councillor Fryer.

25b Declarations of Interest

25.2 David Standing, representative of the Community & Voluntary Sector Forum, declared a personal interest in item 42.

25c Exclusion of Press and Public

25.3 In accordance with section 100A of the Local Government Act 1972 ('the Act'), the Children & Young People's Trust Board considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present during that item, there would be disclosure to them of confidential information (as defined in Section 100A(3) or exempt information (as defined in section 1001(1) of the Act).

25.4 **RESOLVED** - That the press and public be not excluded from the meeting.

26. MINUTES OF THE PREVIOUS MEETING

26.1 **RESOLVED** – That the minutes of the previous meeting held on 8 September be approved and signed by the Chairman as a correct record.

27. CALLOVER

27.1 The Chairman reserved all items for discussion.

28. CHAIRMAN'S COMMUNICATIONS

28.1 The Chairman informed members that the CYPT had had a 5 minute film produced to be shown at the LGA conference (National Children and Adult Services Conference) later in the week about the CYPT's integrated services. She indicated that she and the Director of Children's Services had been filmed at Kings House, though the bulk of the filming had taken place at Seaside View, Moulsecomb Children's Centre and Whitehawk Primary school. The Chairman and the Director of Children's Services would be attending the conference.

28.2 Cllr Hawkes requested that the film be displayed to the Board when it was available or following the conference. The Chairman agreed to bring it to the Board.

28.3 The Chairman updated the Board on the position on the Falmer High School/Academy. She indicated that Cabinet, at its last meeting of 16 October 2008, had agreed to close Falmer High school on 31 August 2010 and reopen it on the following day as an Academy. She explained that officers were now waiting the DCSF's approval of the Outline Business Case so that the process could move to the third phase, which was the implementation stage.

29. PATCHAM CATCHMENT AREA

29.1 The Assistant Director, Schools, Central Area and Schools Support, presented this item to the Board.

29.2 The Assistant Director explained that the current admissions arrangements were due to be reviewed in 2012. However, and following instigation from the Schools Adjudicator, a proposal was now in place to change the catchment area for Patcham High School. The

Assistant Director emphasised that this review process was purely about this one change.

- 29.3 He explained that the proposal was to include the Westdene and Brangwyn areas in the Patcham secondary admission catchment area. The Assistant Director explained that, because the proposals would impact on the Blatchington Mill & Hove Park catchment areas as well as those in Patcham, the consultation document had been distributed to all primary and secondary schools in those areas. He explained that the potential change from this process would be a more balanced intake across the three catchment areas indicated above.
- 29.4 He further explained that, if the Council decides to make a change following consultation, the proposal was for Patcham High School to remain a single catchment area for the purposes of secondary admissions. The new catchment area would be bounded by Dyke Road to the west, Tongdean lane and Surrenden Road to the south, and Lewes road to the East. The new Patcham catchment area would then include part of BN1 5, all of BN1 8, and part of BN1 9.
- 29.5 In terms of the timetable of the process, the Assistant Director explained that the document had been published on 10 October 2008 and the deadline for responses was due by 5 December 2008. He explained that public meetings were also due to take place, as part of the consultation. The analysis of such responses would be taken to the Cabinet Member meeting for Children & Young People in January 2009.
- 29.6 Members sought clarification on what would happen if parents were opposed to the proposal. The Assistant Director noted that the impact that the proposals would have in the greater picture would have to be considered carefully. He explained that, ultimately, the decision rested with the Cabinet Member for Children and Young People, which would be taken on the balance of all the responses received.
- 29.7 The Board further enquired about what the process was to ensure that the parents concerned would respond to the consultation. The Assistant Director indicated that he hoped that enough responses would be received from the different means utilised to advertise the proposal.
- 29.8 **RESOLVED** – That the presentation and its content be noted.

30. PERFORMANCE REPORTS

- 30.1 The Board considered a report of the Director of Children's Services concerning Performance Reports, which presented the first quarter Performance Improvement Report for 2008/09 and which provided the Board with an overview of key issues which related to the governance of the CYPT (for copy see minute book).
- 30.2 Mo Marsh, South Downs Health, was concerned that the quarter the report related to had already elapsed and more up to date data was not available. The Assistant Director, Quality and Performance, explained that, due to staffing problems, officers were unable to provide a more current and updated report. He indicated that he could bring any updates, as and when they happened, to Board's meeting. Members were agreeable to this.

- 30.3 Prof. Imogen Taylor, Universities of Brighton & Sussex, stated that she would like to see a more integrated way of working, especially where early intervention was concerned. The Assistant Director explained that CYPT teams were working together in order to achieve early identification of any issues and a better system of referrals.
- 30.4 Rob Scoble indicated that he was attending today's meeting on behalf of the Youth Council to request that a provision of special circumstances was introduced where school attendance was concerned, to recognise situations which were different from truancy. The Director of Children's Services clarified that the objective of the services in place was to target persistent truants who, without any justification, had become disengaged and absent from schools. The Director reassured Mr Scoble that the services would be supportive of those children who fell into a different category.
- 30.5 In the matter of persistent absentees, Eleanor Davies, Parent Forum representative, requested that officers and services looked with sympathy to those parents who tried hard to get their children to school without success. The Director recognised that it was difficult to check where parents were trying enough. She explained, however, that Education Welfare Officers worked closely with parents and she reassured Board members that officers would only use enforcement measures where needed and always as a last resort.
- 30.6 Andrew Jeffrey, Parent Forum representative, referred to page 10 of the report. He was concerned that parents might not be aware of the support the report offers. He sought clarification as to what was the effective way to get that information to parents. The Assistant Director explained that officers had started a project to explore this concern and were looking at how this communication could be improved.
- 30.7 David Standing, YMCA representative, referred to the issue of teenage pregnancy and conception. He stated he would have liked to see more information about this issue in the report and, perhaps, reported in a different way to what it has been usually done. He considered that it would be worth recording and considering the causes that lead to this problem rather than looking at the symptoms. The Chairman explained that the Council and the Board had agreed to look at this closely.
- 30.8 The Board welcomed the report and thought it produced an encouraging picture in the different areas it reported on.
- 30.9 The Chairman thanked Rob Scoble for attending the meeting on behalf of the Youth Council and for bringing their views to the Board.
- 30.40 **RESOLVED:** That, having considered the information and the reasons set out in the report, the Board accepted the following recommendations:
- (1) That the data and analysis in the PIR be noted and the action taken to improve performance be agreed.

31. DEVELOPING CHILDREN & YOUNG PEOPLE'S PLAN

- 31.1 The Assistant Director, Quality and Performance, presented the item to the Board.
- 31.2 The Assistant Director indicated that the Children and Young People's Plan should be the overarching plan that all partners should sign to. He explained that the plan dovetailed with other plans, services and guidance from Government; and that, on a more local basis, the plan also dovetailed with the Brighton & Hove City Council's corporate plans and priorities.
- 31.3 He indicated that some of the themes the plan would be focussing on included some of the issues raised at today's meetings, such as teenage pregnancy and first time offenders, and the plan also looked at how best to address those issues. He explained that, in terms of the development of the process, a draft of the Plan had been taken to the Departmental Management Team, then to the Chief Officers Group of the Council. This was followed by the presentation to the CYPT Board today. The Plan would finally be approved at Council.
- 31.4 Cllr Hawkes welcomed the presentation and requested that a copy be sent to members of the Board. The Board concurred with her request.
- 31.5 **RESOLVED** – That the presentation and its contents be noted.

**32. CAMHS (CHILD AND ADOLESCENT MENTAL HEALTH SERVICES)
COMMISSIONING AND SERVICE DEVELOPMENT**

- 32.1 The Board considered a report of the Director of Children's Services concerning the Child and Adolescent Mental Health Service Commissioning and Service Developments, which updated the Board on the Targeted Mental Health in Schools DCSF Pathfinder Project and proposed service developments for 14-25 year olds CAMHS service (for copy see minutes book).
- 32.2 The Commissioning and Partnership Manager indicated that the consultation with young people had demonstrated that young people were supportive of this project. She explained that the proposals would not only bring services to where the young people were, but they would also facilitate integrated services and make mental health workers become more approachable to young people. She also clarified that this process would not diminish or cancel GP referrals.
- 32.3 Members noted that domestic violence had an impact on young people's mental health. They were concerned that this matter had not been included in the report. The Commissioning and Partnership Manager explained that the link to domestic violence was still in the early stages of mental health in schools and young children. She accepted, however, that there was an opportunity within the proposal to look at this issue more closely.
- 32.4 Members sought clarification on what would be the profile of the mental health worker, who they were and how they would be supported. The Commissioning and Partnership Manager explained that the mental health worker's role was being developed, and

officers would draw upon the role of psychotherapists as a starting point in developing and determining their role.

32.5 The Board welcomed the report and congratulated the team of officers involved with producing it and doing the work. The Board welcomed even further the recognition of families' involvement in the process and stressed the importance of engaging with the young people service users across the process. The Commissioning and Partnership Manager reassured members that officers would be engaging with everyone dealing with these customers, and not only mental health workers, in order to deliver success.

32.6 **RESOLVED** – That, having considered the information and the reasons set out in the report, the Board accepted the following recommendations:

- (1) That the model of service for 14-25 year olds with mental health needs be agreed.
- (2) That the progress on the Targeted Mental Health in Schools DCSF Pathfinder Project be noted.

The meeting concluded at 6.25pm.

Signed

Chairman

Dated this

day of

2008

Letter from Cllr Morgan, submitted by email

Sent: 16 October 2008 16:16

To: Alan Mccarthy

Subject: Letter for CYPT meeting - Bridge 2 Attendance

Dear Alan,

I would be grateful if this letter can be placed on the agenda of the next CYPT meeting please.

I have recently visited the Bridge 2 Attendance project in my ward which deals with secondary pupils from Whitehawk who have been referred by the Education Welfare Service, normally after they have "self excluded" themselves from school.

The project has been very successful in terms of maintaining attendance in education and helping to achieve excellent GCSE results with pupils who have faced many challenges in their lives but who now head on to college, training or employment with a good set of qualifications.

Though I am aware the project was established with transition funding from the Comart budget and has continued with New Deal money, the local authority has been involved in running and hosting the project and would otherwise have to meet this need from within the education service.

I would like to know what the CYPT can offer in terms of assisting the project in securing its' future through external funding, sponsorship or partnership, whether it can offer any matched funding, and how it intends to deal with the project in the future.

Yours sincerely,

Councillor Warren Morgan

Labour and Co-operative member for East Brighton ward

Subject: 2008/09 TBM 6
Date of Meeting: 1 December 2008
Report of: Director of Children's Services
Contact Officer: Name: Louise Hoten Tel: 293440
E-mail: Louise.Hoten@brighton-hove.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report updates on the budget position as at Month 6. The table below shows an analysis of the main areas which show a predicted overspend to 31st March 2009 on the pooled budget of £32k.
- 1.2 The pooled budget overspend of £32k relates to the Social Care and Education services £32k, the Community Health Services and Primary Care services are on target.

The non-pooled underspend of £427k relates to City Council services funded by the Dedicated Schools Grant. This grant is payable by the DCFS under section 14 of the Education Act 2002 to fund the schools budget. The guidance issued by the DCFS states that this underspend must be carried forward to support the schools budget in future years.

1.3 CYPT budget analysis:

| | Budget | Outturn | Variance |
|--|---------------|----------------|-----------------|
| | £'000 | £'000 | £'000 |
| DSG | 0 | -427 | -427 |
| Section 75 Pooled Budgets | 61,749 | 61,781 | 32 |
| Section 75 Restricted Budgets (support service charges) | 8,355 | 8,355 | 0 |
| Total | 70,104 | 69,709 | -395 |

There are two commissioners making contributions to the CYPT, namely BHCC and the PCT. The table below shows a split of the budget by provision:

| Budget | Social Care & Education | Community Health Services | Primary Care Services | Total |
|---|-------------------------|---------------------------|-----------------------|---------------|
| | £000 | £'000 | £'000 | £'000 |
| DSG | 0 | 0 | 0 | 0 |
| Section 75 Pooled Budgets | 52,581* | 7,073 | 2,095 | 61,749 |
| Section 75 Restricted Budgets (support service charges) | 6,842 | 1,513 | 0 | 8,355 |
| Total | 59,423 | 8,586 | 2,095 | 70,104 |

*The figures in the table above are net of Government Grant income.

2. RECOMMENDATIONS:

To note the total CYPT overspend of £32k (see table in paragraph 3.1).

3. RELEVANT BACKGROUND INFORMATION:

3.1 The table below details the predicted overspend position in 2008/09:

| Details | Total Variances | Non Sec 75 Variances | Total Pooled Variances |
|---------------------------------------|-----------------|----------------------|------------------------|
| | Month 6 | (DSG) | Month 6 |
| | £000 | £000 | £000 |
| | (a) | (b) | (a-b) |
| Corporate Critical Budgets | | | |
| Independent Foster Agency Payments | -45 | 0 | -45 |
| Residential Agency Placements | -379 | 0 | -379 |
| Disability Agency Placements/Palmeira | 115 | 0 | 115 |
| Secure Accommodation | 79 | 0 | 79 |
| In-House Foster Care | -358 | 0 | -358 |
| Leaving Care Payments | 307 | 0 | 307 |
| Educational Agency Placements | -171 | -171 | 0 |
| Total Corporate Critical | -452 | -171 | -281 |
| Departmental Critical Budgets | | | |
| Home to School Transport | 80 | 0 | 80 |
| Area Social Work Teams | -34 | 0 | -34 |
| Legal Fees | 10 | 0 | 0 |

| | | | |
|--|-------------|-------------|-------------|
| Total Departmental Critical | 46 | 0 | 46 |
| Other Departmental Budgets | | | |
| Directors Budget | 30 | 0 | 30 |
| East Area, Early Years & NHS Commissioning | 52 | 0 | 52 |
| Central Area & Schools Support | 301 | 4 | 297 |
| Learning & Schools | 0 | 0 | 0 |
| West Area & Youth Support | -38 | 0 | -38 |
| Specialist Services | -26 | -24 | -2 |
| Quality & Performance | -20 | 0 | -20 |
| Vacancy Management Target | -52 | 0 | -52 |
| Total Other | 247 | -20 | 267 |
| Other DSG Budgets | | | |
| DSG Carry Forward (one off funding) | -236 | -236 | 0 |
| Total DSG | -236 | -236 | 0 |
| Net Social Care and Education Potential Pressures to Report | -395 | -427 | 32 |
| Community Health Services | 0 | 0 | 0 |
| Primary Care Services | 600 | 0 | 600 |
| PCT - Non recurrent budget contribution | -600 | 0 | -600 |
| Total Net Primary Care Services | 0 | 0 | 0 |
| Total CYPT Pressures | -395 | -427 | 32 |

3.2 The table below shows the net variance by service area:

| | Budget | Forecast | Month 6 Variance -Under/ Over | Variance % |
|--|----------|----------|-------------------------------------|------------|
| | £000 | £000 | £000 | % |
| | | | Net | |
| DIRECTOR | 959 | 989 | 30 | 3.13 |
| EAST, EARLY YEARS & NHS COMM SERVICES | 10,431 | 10,899 | 468 | 4.49 |
| CENTRAL AREA & SCHOOL SUPPORT | 8,873 | 9,224 | 351 | 3.96 |
| Dedicated Schools Grant | -123,121 | -123,121 | 0 | 0.00 |
| Individual Schools Budgets | 105,965 | 105,965 | 0 | 0.00 |
| LEARNING & SCHOOLS | 9,161 | 9,161 | 0 | 0.00 |

| | | | | |
|--|---------------|---------------|-------------|----------------|
| WEST AREA & YOUTH SUPPORT | 8,880 | 8,725 | -155 | -1.75 |
| SPECIALIST SERVICES | 30,289 | 29,699 | -590 | -1.95 |
| QUALITY & PERFORMANCE | 1,144 | 1,124 | -20 | -1.75 |
| VACANCY MANAGEMENT TARGET | 0 | -52 | -52 | 0.00 |
| SOCIAL CARE & EDUCATION TOTAL | 52,581 | 52,613 | 32 | 0.06 |
| COMMUNITY HEALTH SERVICES | 7,073 | 7,073 | 0 | 0.00 |
| PRIMARY CARE SERVICES | 1,495 | 2,095 | 600 | 40.13 |
| PCT - Non recurrent budget contribution | 600 | 0 | -600 | -100.00 |
| Total Net Primary Care Services | 2,095 | 2,095 | 0 | 0.00 |
| Total | 61,749 | 61,781 | 32 | 0.05 |

3.3 Explanation of key variances

3.3.1 Corporate Critical Budgets

The projected year-end position on the CYPT corporate critical budgets shows an underspend of £452k. The breakdown is shown below:

| Corporate Critical Budgets (non DSG) | Pressure |
|---|-----------------|
| | £000 |
| Independent Foster Agency Placements | -45 |
| Residential Placements | -379 |
| Disability Agency Placements | 115 |
| Secure Accommodation | 79 |
| In-House Placements | -358 |
| Leaving Care | 307 |
| Educational Agency Placements | -171 |
| Total | -452 |

See Appendix 1 for details re unit costs.

The 2008-09 budget for Child Agency Placements, In House Placements and Services for care leavers is £17.150m. Based on the latest information available it is estimated that the 2008/09 expenditure for these areas will amount to £16.868m which represents an underspend of -£0.281m. An analysis of this is shown in the table below.

| <u>Type of Placement</u> | 2008/2009 Budgeted FTE | 2008/2009 Base Budget (£) | Current Number of Placements | 2008/2009 Revised Projected Placements | 2008/2009 Projected Spend (£) | Variance (£) |
|----------------------------|------------------------|---------------------------|------------------------------|--|-------------------------------|-----------------|
| Foster Care (IFA) | 94.00 | 4,350,600 | 92.00 | 93.31 | 4,305,800 | -44,800 |
| Residential | 27.50 | 4,641,100 | 25.00 | 24.55 | 4,139,500 | -501,600 |
| School Placement | 11.50 | 404,600 | 12.00 | 12.33 | 441,800 | 37,200 |
| Family Assessment | 2.00 | 100,000 | 1.00 | 1.30 | 185,100 | 85,100 |
| Disability Placements | 8.00 | 757,900 | 8.00 | 7.85 | 882,100 | 124,200 |
| Disability Respite | n/a | 138,000 | n/a | n/a | 128,500 | -9,500 |
| Secure Accommodation | 1.50 | 402,000 | 2.00 | 2.20 | 481,100 | 79,100 |
| AGENCY TOTAL: | 144.50 | 10,794,200 | 140.00 | 141.55 | 10,563,900 | - |
| <u>In-House Placements</u> | | | | | | |
| Fostering | 171.00 | 3,657,800 | 145.00 | 162.47 | 3,489,100 | -168,700 |
| Placed with Relatives | 33.00 | 366,100 | 21.00 | 18.24 | 228,700 | -137,400 |
| Residence Orders | 150.00 | 1,294,800 | 146.00 | 149.01 | 1,274,900 | -19,900 |
| Special Guardianship | 17.00 | 265,900 | 21.00 | 28.00 | 233,900 | -32,000 |
| IN-HOUSE TOTAL: | 371.00 | 5,584,600 | 333.00 | 357.72 | 5,226,600 | -358,000 |
| <u>Care Leavers</u> | | | | | | |
| Leaving Care | 25.00 | 661,900 | 41.00 | 39.23 | 905,400 | 243,500 |
| Ex Asylum Seekers | n/a | 108,800 | 32.00 | 28.18 | 172,500 | 63,700 |
| CARE LEAVERS TOTAL: | 25.00 | 770,700 | 73.00 | 67.41 | 1,077,900 | 307,200 |
| | | | | | | |
| GRAND TOTAL: | | | 13 | 566.68 | | |

| | | | | | | |
|--|--------|------------|--------|--|------------|----------|
| | 540.50 | 17,149,500 | 546.00 | | 16,868,400 | -281,100 |
|--|--------|------------|--------|--|------------|----------|

Educational Agency Placements

There is currently anticipated to be an underspend on Educational Agency of £171k mainly due to updated information on possible placements and new cases.

There are now expected to be 129 cases against a budgeted number of cases of 130.

As this budget forms part of the DSG the projected underspend will be carried forward at the year end.

3.3.2 Departmental Critical Budgets

Home to School Transport

Overall the Home to School Transport budget is forecast to be overspent by £80k. Based on the summer term pupil numbers there is a forecast overspend of £133k which takes account of inflation on taxi contracts of 7% compared to 2.5% allowed for in the budget.

This overspend is partially offset by £53k from the Extended Rights for Free Travel Grant in order to arrive at the net overspend of £80k.

The autumn term pupil data is currently being analysed and the effects of this will be included in the forecast for TBM7.

Area Social Care Teams

The overall underspend on the Social Care Area teams is currently projected to be -£34k.

Legal Fees

There are currently no anticipated budget pressures for Legal Fees. The Ministry of Justice recently released a consultation document detailing proposed changes in charging policy for legal proceedings. It is not, as yet, clear what the financial implications of these changes will be for this authority but it may result in a service pressure in this area.

3.3.3 Other Departmental Budgets

Director (£30k)

Director – CYPT (£30k)

Reduction in LSC funding for an AD post resulting in a shortfall of £25k plus ex gratia payments and other areas totalling £5k.

DMT are considering funding the £25k LSC income pressure from the unallocated DSG brought forward funding (see paragraph 6 below).

East Area, Early Years & NHS Commissioning (£52k)

School & Community East Area (£28k)

Savings on staff turnover -£17k plus desk rental at LDC £34k plus £12k CWDC subscription, other -£1k.

East Area Preventive Services (£25k)

Additional demand for preventive services.

Other – (-£1k)

Central Area & School Support (£297k)

Kings House (£50k)

A pressure of £50k has been included in the TBM 6 Forecast for additional costs of refurbishment and accommodation moves

Central Admin (£12k)

Increase in rental expenditure for Sensory Needs Team move to Haversham House.

Central Area Preventive (£195k)

The pressure relates mainly to housing homeless families.

Student Support Admin (£27k)

Funding reduction by Central government plus 07/08 savings not achieved.

Other (£13k)

Other budgets in this branch are predicted to overspend by £13k.

Learning & Schools (Nil)

The budgets in this area are reported to be on -target

West Area & Youth Support (-£38k)

Education Welfare Service West (£3k)

Lead Officer regarding previously funded from LPSA which ceased in August 2007.

West Area Preventive (-£21k)

Less than anticipated demand for services.

Youth Service (-£20k)

Delay in recruitment of bursar.

Specialist Services (£-2k)

Clermont CPU (£31k)

This overspend has reduced by £17k from £48k to £31k. The overspend relates to increased Council Tax (£20k), reduced income (£20k) and staff savings not met (£9k).

General Items Disability (£32k)

The overspend of £32k mainly relates to rent for Seaside View not budgeted for.

Admin SEN (-£20k)

The underspend of £20k relates mainly due to staff vacancies and delays in appointments.

Fostering & Adoption Services (-£52k)

Fostering and adoption services are estimated to underspend by £52k mainly due to underspends on adoption allowances.

Other (£7k)

Other budgets in this branch are predicted to overspend by £7k.

Quality & Performance (£-20k)

The main underspending in this branch relates to vacant posts in the Reviewing team £13k and other budgets £7k.

3.3.4 Community Health Services

It is anticipated that the Community Health budgets of the CYPT will break even in 2008/09. There are ongoing discussions between the CYPT/PCT/South Downs NHS Trust re a possible new contractual framework for 2009/10.

3.3.5 Primary Care Trust

The Primary Care services is primarily a demand-led one, and this year is anticipated to overspend against the baseline by £600k due to additional costs required for Children requiring specialist mental health support, primarily in private healthcare. The PCT will be making an additional, non-recurrent, contribution to the CYPT to meet these costs, but will not be amending the baseline budget as work to establish the underlying financial position is ongoing. The PCT is working with Sussex Partnership Trust to explore the options for placing these patients in alternative facilities.

4. CONSULTATION

4.1 No specific consultation has been undertaken in relation to this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 Included within the body of the report.

Legal Implications:

5.2 The overspend and underspend is being managed in accordance with the Section 75 pooled budget arrangements and statutory guidance and should not therefore significantly impact on the ability of the Trust to meet its statutory duties to children and young people.

SUPPORTING DOCUMENTATION

Appendices:

1. Corporate Critical Budget Analysis

Documents In Members' Rooms

1. None

APPENDIX 1

CORPORATE CRITICAL BUDGETS ANALYSIS - CYPT

TBM 6 - October 2008

| Service Area | Activity Indicator | Unit Cost Indicator | BUDGET | | | FORECAST | | | VARIANCE | | |
|---------------------------------|--------------------|---------------------|----------|----------------|-----------------|----------|----------------|-----------------|----------|----------------|------------------|
| | | | Activity | Unit Cost £ | Total Cost £ | Activity | Unit Cost £ | Total Cost £ | Activity | Unit Cost £ | Total Cost £ |
| Disability Agency | Number of children | Cost per week | 8.00 | 1,816.88 | 757,900 | 7.85 | 2,153.71 | 882,100 | -0.15 | 336.83 | 124,200 |
| Disability Respite | | | n/a | n/a | 138,000 | n/a | n/a | 128,500 | n/a | n/a | (9,500) |
| Independent Foster Agency (IFA) | Number of children | Cost per week | 94.00 | 887.62 | 4,350,600 | 93.31 | 884.94 | 4,305,800 | -0.69 | -2.68 | (44,800) |
| Residential Agency | Number of children | Cost per week | 41.00 | 2,406.94 | 5,145,700 | 38.18 | 2,394.48 | 4,766,400 | -2.82 | -12.46 | (379,300) |
| Secure Accommodation | Number of children | Cost per week | 1.50 | 5,139.71 | 402,000 | 2.20 | 4,186.28 | 481,100 | 0.70 | -953.43 | 79,100 |
| In-House Placements | Number of children | Cost per week | 352.00 | 304.27 | 5,584,600 | 357.72 | 280.21 | 5,226,600 | 5.72 | -24.06 | (358,000) |
| Leaving Care Accommodation | Number of children | Cost per week | 25.00 | 507.76 | 661,900 | 39.23 | 442.62 | 905,400 | 14.23 | -65.14 | 243,500 |
| Leaving Care Ex AsylumSeekers | Number of children | Cost per week | n/a | n/a | 108,800 | 28.18 | 117.38 | 172,500 | n/a | n/a | 63,700 |
| Educational Agency | Number of children | Cost per week | 130.00 | 698.81 | 4,736,900 | 129.00 | 678.75 | 4,565,534 | -1.00 | -20.06 | (171,366) |
| Total | | | | | | | | | | | (452,466) |

Note DSG budget

| | | | |
|-------------------------|--|---|--------------------|
| Subject: | Commissioning Strategy for Youth and Connexions | | |
| Date of Meeting: | 1 December 2008 | | |
| Report of: | Director of Children's Services | | |
| Contact Officer: | Name: | Gillian Cunliffe | Tel: 293447 |
| | E-mail: | gillian.cunliffe@brighton-hove.gov.uk | |
| Key Decision: | Yes | Forward Plan No. CTB2868 | |
| Wards Affected: | All | | |

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This document sets out the commissioning strategy (Appendix 1) for providing an Integrated Youth Support Service (IYSS) in Brighton & Hove. This strategy covers the provision of services that address the five core national performance indicators found in PSA Delivery Agreement 14: Young People on the Pathway to Success:
- Participation in positive activities
 - Number of first time entrants to the Criminal Justice system
 - Under 18 conception rate
 - Young people's substance misuse
 - 16 to 18 year olds who are not in education, training or employment (NEET)
- 1.2 In addition, it covers the relevant local performance measures in the Children and Young People's Plan 2006 – 2009 measuring IYSS progress towards the 5 ECM outcomes.
- 1.3 The strategy includes the commissioning of a range of funding streams as shown in Appendix 2. It builds on the Service Specification for the Youth and Connexions Service 2007 – 2008 (see Appendix 3) and supports the move from a Youth and Connexions Service to an Integrated Youth Support Service.
- 1.4 This strategy reflects the overall CYPT approach to commissioning services. It will be reviewed as appropriate in light of the current CYPP rewrite for 2009 – 2012 or other commissioning decisions taken by the CYPT Board. It is planned to produce a more detailed operational commissioning strategy sitting underneath this overarching document. There will be more detailed commissioning documents produced for specific aspects of IYSS e.g. teenage pregnancy.

2. RECOMMENDATIONS:

- 2.1 That the CYPT Board notes and approves the strategy.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The Youth Matters green paper published in 2005 and the subsequent Youth Matters Next Steps in 2006 demands a reshaping of current support services for young people, and requires the Local Authority to create an integrated Youth Support Service (IYSS) by 2008
- 3.2 An Integrated Youth Support Service needs to deliver on all of the Every Child Matters outcomes and support the implementation of 14-19 reforms; and needs to build on the best of what is currently available. This means a move towards greater integration across all agencies, in order to provide a more effective and seamless service for young people 13 – 19 (up to 25 for those with specific needs). Services should be designed and resources deployed following an in-depth analysis of the needs of young people, to enable inter-agency governance, integrated strategy, integrated processes and integrated frontline delivery.

4. CONSULTATION:

- 4.1 The strategy document has been discussed and approved by the Youth and Connexions Service Board and the Commissioning Subgroup of that Board. The Board and Subgroup have elected representatives from the Community and Voluntary Sector forum. The Terms of Reference for the Commissioning Subgroup are shown in Appendix 4.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

The report updates on the commissioning strategy for providing an Integrated Youth Support Service (IYSS). The strategy will be funded from the funding streams identified in Appendix 2 and it is important that the financial position is reviewed regularly to ensure there are no additional costs to the council.

Finance Officer Consulted: Paul Brinkhurst *Date: 28/10/2008*

5.2 Legal Implications:

The commissioning strategy is in line with national guidance regarding the need to provide integrated support services in order to deliver better outcomes for children and young people within all communities, in accordance with best value principles and the best use of available resources.

Lawyer Consulted: Hilary Priestley *Date: 28/10/2008*

The services referred to in this report are Part B services for the purpose of EU procurement law and UK procurement Regulations, and are therefore not subject to the full application of either. The Council is nevertheless required to ensure that it obtains value for money in a non-discriminatory and transparent way, in accordance with the overriding objectives of the EU law. The proposed tendering exercises comply with these requirements and the Council's CSOs. The Council must take the Human Rights Act into account in respect of its actions but it is not

considered that any individual's Human Rights Act rights would be adversely affected by the recommendations in this report.

Lawyer Consulted:

Alison Leitch

Date: 28/10/2008

5.3 Equalities Implications:

The strategy reflects the CYPT's Equalities principles and is intended to address the needs of some of the most socially excluded young people in Brighton & Hove. It will therefore contribute to the reduction of poor outcomes.

5.4 Sustainability Implications:

The adoption of this strategy will support the sustainable communities goal as well as climate change and energy. Commissioning of services will take account of sustainable consumption and production as well as natural resource protection and environmental impact assessment.

5.5 Crime & Disorder Implications:

The services governed by this commissioning strategy will contribute to working with young people who are at risk of offending or being involved in anti-social behaviour.

5.6 Risk and Opportunity Management Implications:

Financial and legal risks are set out above.

5.7 Corporate / Citywide Implications:

The integrated commissioning of services will enhance multi-agency working across the 3 CYPT areas of the city and ensure service address the cross council priorities for working with at risk and vulnerable young people.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The alternative option is not to produce an integrated commissioning strategy: Brighton & Hove City Council could continue to commission funding streams separately. However, this would not meet the requirements to provide an Integrated Youth Support Service and would mean less impact on the lives of young people in the city and less value for money.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 This Commissioning strategy aims to ensure the fulfilment of statutory legislation and ensure the new duties on Local Authorities in providing an Integrated Youth Support Service for young people in Brighton & Hove are met. The effective implementation of this strategy will lead to meeting the key challenges in Youth Matters through an IYSS core offer to young people in Brighton & Hove.

SUPPORTING DOCUMENTATION

Appendices:

1. Integrated Youth Support Service Commissioning Strategy 2008 - 2011
2. Integrated Youth Support Service Funding Streams for 2008 - 2009
3. Extract from Youth and Connexions Service Specification 2007 – 2008
4. Commissioning Subgroup Terms of Reference

Documents In Members' Rooms

1. N/A

Background Documents

1. Brighton & Hove Children and Young People's Plan 2006 – 2009
2. Youth Matters Green Paper, DfES 2005
3. Youth Matters Next Steps, DfES 2006
4. Joint Planning and Commissioning Framework for Children, Young People and Maternity Services, DfES 2006
5. Children & Young People's Trust Youth and Connexions Service: Strategic Review, Service Specification and Implementation Report, June 2006
6. Brighton & Hove City Council Corporate Procurement Strategy 2008 – 2011



Integrated Youth Support Service

Commissioning Strategy

2008 - 2011

‘To commission – the art of ensuring that you have or can provide what children and young people need’: Improvement and Development Agency (IDeA)

1. Introduction

This document sets out the commissioning strategy for providing an Integrated Youth Support Service (IYSS) in Brighton & Hove. It complements the “Strategic Commissioning Framework” document previously agreed by the Children & Young People’s Trust and should be read in context of the Children and Young People’s Plan 2006-2009 (CYPP). It also takes account of the principles outlined in the Department of Health’s World Class Commissioning programme for delivering health services. Its purpose is to set out the principles and priorities for joint commissioning work and their rationale for the next three years.

2. Scope of Strategy

This strategy covers the provision of services that make up the Integrated Youth Support Service in the city. These are the services that address the five core national performance indicators found in PSA Delivery Agreement 14: Young People on the Pathway to Success. In addition, there are local performance measures in the CYPP 2006 – 2009 measuring IYSS progress towards the 5 ECM outcomes. This commissioning strategy for Brighton & Hove Youth Support Services is central to PSA 14 delivery in Brighton & Hove. The indicators are:

| National Indicator | Descriptor |
|---------------------------|--|
| NI 110 | Participation in positive activities |
| NI 111 | Number of first time entrants to the Criminal Justice system |
| NI 112 | Under 18 conception rate |
| NI 115 | Young people’s substance misuse |
| NI 117 | 16 to 18 year olds who are not in education, training or employment (NEET) |
| CYPP Priority | Descriptor |
| Priority 3 | To provide information and support on sexual health |
| Priority 5 | To provide information, advice and support on alcohol and substance misuse |
| Priority 15 | To improve engagement, achievement and enjoyment through out of hours learning and recreational activity |
| Priority 19 | To reduce anti-social behaviour and youth offending |
| Priority 20 | To provide young people with more opportunities to participate in their communities |
| Priority 22 | To enable more young people to engage in EET |

3. Context

a. National

The Youth Matters green paper published in 2005 and the subsequent Youth Matters Next Steps in 2006 demands a reshaping of current support services for young people, and requires the Local Authority to create an integrated Youth Support Service (IYSS) by 2008. 'Having a single body responsible and accountable for youth policy and the Every Child Matters outcomes in each area will enable integrated planning and commissioning of the full range of services for teenagers from universal activities through to more specialist and Targeted Youth Support. This will lead to an integrated youth support service, focused on and structured around young people's needs and involving a range of providers, including voluntary and community organisations. ' (DfES 'Youth Matters' 2005 – Para 36)

The four key elements for the new service as described in Youth Matters are:

- Empowering young people – ensuring they have access to things to do, places to go and someone to talk to and that they are engaged in shaping the services they receive.
- Making a contribution – encouraging more young people to volunteer and become involved in their communities.
- Supporting Choices – providing better information, advice and guidance to help young people make more informed choices.
- Reforming targeted support – providing better and more personalised intensive support for those young people with the greatest need.

Integrated Youth Support, in its widest sense, including the development of an Integrated Youth Support Service, needs to deliver on all of the Every Child Matters outcomes and support the implementation of 14-19 reforms; and needs to build on the best of what is currently available. This means a move towards greater integration across all agencies, in order to provide a more effective and seamless service for young people 13 – 19 (up to 25 for those with specific needs). Services should be designed and resources deployed following an in-depth analysis of the needs of young people, to enable inter-agency governance, integrated strategy, integrated processes and integrated frontline delivery.

This Commissioning strategy will ensure the fulfilment of statutory legislation and ensure the new duties on Local Authorities are met. The effective implementation of this strategy will lead to meeting the key challenges in Youth Matters through an IYSS core offer to young people in Brighton & Hove.

b. Local

Within Brighton & Hove, the Children & Young Peoples Plan 2006 – 2009 sets out both a clear vision and specific commitments for all partners in the delivery of better outcomes for children and young people. The key priority within the plan is the shift to early and earlier intervention. This strategy supports the vision of the CYPP, which states:

“Brighton & Hove should be the best place in the country for children and young people to grow up. We want to ensure all our children and young people have the best possible start in life, so that everyone has the opportunity to fulfil their potential, whatever that might be.”

It should be noted that a rewrite of the CYPP is currently underway, with a view to a new plan being implemented from April 2009. The CYPP 2009 – 2012 will contain a fresh set of priorities although an Integrated Youth Support Service will figure strongly as part of it. This strategy document is therefore part of the process for developing a new CYPP and will both influence the plan and be shaped by it, as the plan develops over the coming months. For this reason, this strategy will be reviewed on an annual basis.

The implementation of the Brighton & Hove Youth Support Services commissioning strategy fits with integrated locality working. Once services are established, IYSS providers will be engaged in integrated working with other areas of Children’s Services according to needs within the area.

4. Integrated Youth Support Services – Funding Streams

The combining of the services brings together a number of funding streams. This strategy covers the commissioning and grant awarding aspects of the following:

- Connexions grant
- Local Authority Youth Work funding
- Positive Activities
- Positive Futures
- Substance Misuse funding
- Teenage Pregnancy funding
- Youth Capital Fund
- Youth Opportunities Fund

A detailed breakdown of these funding streams and what they are funding in 2008 – 2009 is given in Appendix 2. It will continue to be a requirement that these funding streams are governed by this strategy.

In addition the following funding streams contribute to the Youth Crime Prevention aspect of IYSS services but are not directly governed by this strategy.

- Challenge and Support
- YOT Preventative Grant
- Children’s Fund

However, it is important that the IYSS Commissioning Strategy takes account of these funding streams and coordinates their contribution to IYSS services

in each of the three areas. A question for the future is whether they should be brought together under the same commissioning strategy.

5. Commissioning Priorities in Brighton & Hove and Targeted Youth Support

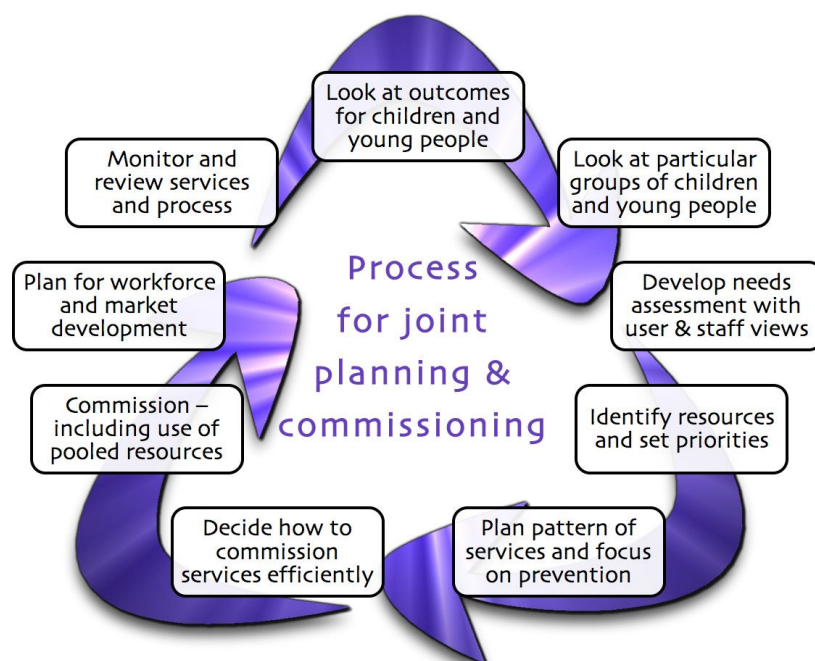
This commissioning strategy is in line with national guidance regarding the need to provide integrated support services in order to deliver better outcomes for young people within all communities, in accordance with best value principles and the best use of available resources. However, the priority for the IYSS is to focus on commissioning more targeted work across the city to support some of the more vulnerable young people and address the key performance indicators mentioned in 2 above. This development of Targeted Youth Support is a key component of the national IYSS strategy. The three main IYSS priorities areas where improvement is required are:

| Priority Area | Current Performance | Target |
|--|---|---|
| Reducing Teenage conceptions | 43.1 conceptions per 1000 females under 18 (2006) | 26.4 conceptions per 1000 females under 18 (2010) |
| Reducing % 16-18 year olds who are NEET | 9.24% (2007-08) | 6.7% (2010-11) |
| Reducing number of first time entrants into the Youth Justice System | 428 (2007 – 08) | 399 (2007-08) |

In order to achieve this focus on Targeted Youth Support, the strategy takes account of the CYPT policy of area-based working and the agreed resource split between the areas as laid out in the Youth and Connexions Service Specification 2006. In addition, a needs assessment / mapping exercise has been undertaken based on the PSA14 National Indicator set working to 4 digit post-code areas. This provides an excellent picture of where the targeted young people live and where best to focus resources. It allows commissioning of services to address these priority areas directly and to make a real difference to the lives of these young people.

6. Commissioning Framework

Better commissioning and market management in children’s services is at the heart of DCSF plans to improve the delivery of services and quality of outcomes for children, young people and their families. To support local areas in taking this forward, the “Joint Planning and Commissioning Framework for Children, Young People and Maternity Services” (JPCF) was published in March 2006. The framework consists of nine key steps illustrated in the triangular flowchart diagram below:



Commissioning is a process that operates within a cycle. There are nine key stages within the cycle. This cycle can be summarised as planning, doing and reviewing with a consistent focus on improving outcomes. It applies to all commissioning activity undertaken at individual, operational and strategic levels.

The JPCF states that it aims to “help local planners and commissioners to design a unified system in each local area which will create a clear picture of what children and young people need, will make the best use of resources, and will join up services so they provide better outcomes than on their own”. It is recognised by the DCSF that implementing the framework may take several years and commissioners along the way will face a number of challenges.

7. Terminology

It is important that all partners are clear when using the terminology in respect of commissioning. This strategy uses the following definitions for the processes associated with providing integrated services for young people:

- Commissioning is not just about purchasing services; it is the strategic process of identifying need, current provision, available resources and priorities. Commissioning involves a number of processes, such as:
 - Assessing the needs of children, young people and their families / carers;
 - Developing robust joint contracting and tendering arrangements;
 - Identifying and agreeing priorities;
 - Determining how services can be developed to meet the needs, and who is best placed to deliver them;
 - Agreeing which services do not meet the needs;
 - Efficient and effective allocation of resources;
 - Monitoring implementation and delivery;
 - Evaluation of impact;

- Continually reviewing and learning from the process.
- Procurement is the purchasing of services specified and drawing up the contract for what needs to be done. (Please refer to the *Brighton & Hove City Council Corporate Procurement Strategy 2008 – 2011*)
- Tendering is the process of informing people that these contracts are on offer
- Contracting is the process of agreeing and choosing the service provider.

8. Definition of Commissioning

There are varied definitions and approaches to commissioning across children's services in Brighton & Hove; for some services the term is not used, and for others it is a well-established approach. The development of this strategy is part of the process of building a shared language and common understanding. The following are some commonly accepted definitions:

- 'Developing an overall picture of children's needs within an area and developing provision through public, private, voluntary and community providers to respond to those needs'¹
- 'The strategic activity of assessing needs, resources and current services, and developing a strategy to make best use of available resources to meet identified needs.'²
- 'The process of assessing needs, allocating resources, defining priorities and choices and determining how they are best delivered, monitoring implementation and delivery, evaluating impact and learning from the process.'³

9. Models of Commissioning

Four models are generally identified:

- Single agency commissioning – where individual agencies commission separately. This can be for services in the same organisation or from an external provider.
- Collaborative commissioning – where two or more agencies coordinate their services and contribute resources, not generally financial resources.
- Joint commissioning – where two or more agencies agree to use their separate resources including funding and take joint responsibility for implementation and outcomes.
- Integrated commissioning - where two or more agencies pool resources, human and/or financial to achieve a shared outcome. It is a more radical approach than joint commissioning and generally requires the establishment of integrated teams and working processes.

¹ Green Paper, Every Child Matters

² Guidelines for professionals involved in the commissioning of services for children, young people and their families – Joint Commissioning Unit, CFE

³ Commissioning Framework good practice guide ECM website

As a tool for the CYPT, integrated commissioning is the preferred model, as each ECM outcome requires the combined efforts of at least two children's services. Brighton & Hove CYPT is working towards an integrated model of commissioning for children's services together with the development of integrated teams, working in localities to improve outcomes for children and young people.

10. Levels of Commissioning

Commissioning takes place at strategic, operational and individual levels. Managing the relationship between these levels is key to improving outcomes for children and young people.

- Strategic commissioning – sets the vision in terms of outcomes and establishes standards for service development and continuous improvement. The CYPP is the overarching strategic plan for Brighton & Hove to improve services for all young people in the city. This document forms the strategic basis for commissioning IYSS services to meet the priorities of the CYPP.
- Operational commissioning – operates at a more local, area-based level ensuring that services are developed and improved within strategic parameters and are responsive to local needs. Within the IYSS in Brighton & Hove, operational commissioning must take account of the percentage resource split (by area and level of intervention) agreed after the strategic review of Youth and Connexions Services, published in June 2006 and set out in the Youth and Connexions Service Specification, December 2006 (see Appendix 2).
- Individual commissioning – specific arrangements for small groups or individual children who require particular attention generally beyond the arrangements provided through universal services, in particular BME, LGBT, and disabled young people who are often excluded from universal service provision.

The more that commissioning is delegated to localities the more need there is for an agreed framework that clearly sets out standards for all working with children and young people.

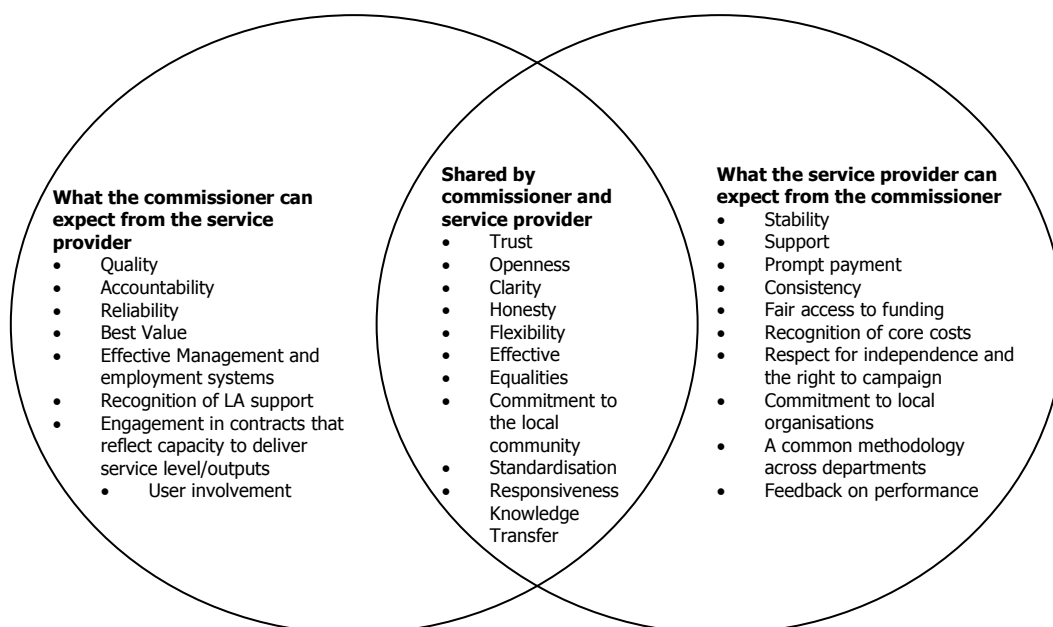
11. Commissioning Principles

This strategy is based on the following principles for commissioning:

- Outcomes Focused. The plan is not to deliver the services envisaged but the outcomes required and desired, as identified through joint needs assessment. Understanding that commissioning is not a technical activity but rather a way of thinking and acting to ensure the design and delivery of services is focused on outcomes.
- Maximising partnership working. Recognition that a single partner agency cannot achieve this alone, it needs involvement from all CYPT partners, including the Third Sector.

- Consultation and participation at the heart of plan. Integral belief that consultation with, and the participation of children, young people and their families / carers is key to understanding what works and to understand needs. There is an expectation that any analysis of needs and gathering of user views is presumed to be a critical building block to developing a responsive commissioning strategy and to drive continuous improvement.
- Best value, but in relation to outcomes based accountability. Acceptance that the constraints of finite resources must be taken into account. Culture of outcomes based accountability needs to be at the heart of reporting.

The following model, adapted from Tower Hamlets Commissioning Principles and Framework document, provides a useful summary of the mutual expectations of both commissioner and service provider.



In addition to the generic principles outlined above, the CYPT as commissioner also requires compliance with specific models of integrated service delivery from providers, especially when delivering targeted youth support to more vulnerable individuals. Examples could include:

- Compliance with agreed policies and procedures across the CYPT in order to deliver Team around the Child (TAC) via CAF, robust data recording on the Aspire database and informed information sharing.
- More 'assertive' interventions with young women at risk of unplanned conception by discussing their sexual health and accompanying them to specialist services as required

12. Governance

An Integrated Youth Support Service (IYSS) requires a move towards one governance and management structure for the whole service to enable effective joined up strategy, planning and commissioning of services, and achieve economies of scale. The delivery of IYSS in Brighton & Hove will be by a mix of public and non-statutory services, for example the Third Sector working within formal arrangements governed by the CYPT. Brighton & Hove CYPT is the strategic lead with accountability for ensuring the IYSS core outcomes for young people are achieved and improved upon. The wide range of expertise and resources partner organisations can contribute to achieving these outcomes are very important. Organisations commissioned to deliver any of the services will have to support and actively help achieve the vision and mission as stated in the Brighton & Hove Children & Young People's Plan.

A Commissioning Group has been established as a subgroup of the Youth and Connexions Service (YCS) Board. This board in turn reports to the Children and Young People's Trust Board. The Commissioning Subgroup (CSG) meets quarterly, at least ten days before the Youth and Connexions Service Board. It is chaired by the Commissioning Manager for Youth and Connexions. Minutes of the group's meetings are tabled as a standing item at the YCS Board. Terms of Reference for the group are attached at Appendix 3.

Membership of CSG is intended to ensure representation of all agencies with responsibility for funding and delivery of integrated services for young people in Brighton & Hove. In addition, representatives from the voluntary sector and other relevant departments within BHCC are involved. Currently, it comprises representation from:

- Area-based Commissioning
- Community Safety Team
- Learning and Skills Council
- Teenage Pregnancy and Substance Misuse Commissioning
- Youth & Connexions Service
- Community and Voluntary Sector Forum
- Housing Services
- Learning Partnership
- Voluntary Sector and External Funding Unit
- Learning Disability Services
- Youth Offending Team

It is recognised that there is a potential challenge in ensuring a robust commissioner / provider split within this group. There are some members who serve both functions and others who are employed by a provider but attend in their capacity as a representative of another organisation. The Terms of Reference for the group recognise this and require representatives to declare any conflicts of interest. However, more needs to be done to ensure we have the required checks and balances in place.

13. Process

The CSG operates as follows:

- CSG meetings are timed to coincide with major commissioning and funding decisions and with Youth and Connexions Board meetings. The meetings have the following functions:
 1. To inform the group of commissioning and funding opportunities available and to agree a way forward
 2. To scrutinise and ratify subsequent decisions made and to make recommendations to the YCS Board
 3. To be informed of performance monitoring issues and be prepared to recommend the decommissioning of services if providers are not performing to the required standards.
- Budget holders responsible for the funding streams outlined in 4 above bring information about commissioning opportunities and activities to the group. The group makes recommendations on the way forward to be presented to the Youth and Connexions Service Board. These commissioning opportunities run from small grants of money available under the Youth Opportunities Fund to major contracts such as the Connexions IAG contract that went out to tender in February 2008.
- The range of commissioning methodology covered by the group runs from competitive tendering of contracts, through use of preferred supplier status to small grant allocation. This is in line with corporate procurement policies and contract standing orders.
- The LSC and Learning Partnership representatives also bring information about external funding opportunities such as ESF to the group to ensure that all sectors are aware of them and that any approaches fit with the strategic IYSS aims in Brighton & Hove.
- The two CVS representatives ensure that the needs of the sector and the principles of the Compact (see below) are taken into account. They also report back to the CVS Forum on any information on potential funding opportunities, as well as the rationale for decisions taken and recommendations made.
- Area-based commissioners ensure that decisions taken do not contradict local approaches to commissioning other CYPT services, including CAMHS and parenting support.
- Representatives from other council services which sit outside IYSS (Community Safety, Housing, External Funding) advise the group and ensure that decisions and recommendations sit well within the wider strategic context of BHCC.

14. Market Management and Third Sector Development

This strategy recognises the importance of the Community and Voluntary Sector in providing IYSS services for young people in Brighton & Hove. It aims to do this within the framework of a 'market management' approach which has the following objectives:

- To ensure that all the services required in Brighton & Hove are available in or near Brighton & Hove, delivered consistently to the standard required.

- To grow and develop the number of available providers in order to ensure choice and value for money.
- To ensure a “fair playing field” upon which in-house, private and third sector providers can compete.
- To develop the third sector market in the context of the Brighton & Hove “Compact”. Market management and development will take various forms including the use of regular provider forums, and “soft market testing” i.e. discussion with providers about the potential for developing service provision in the light of our needs.

The Brighton & Hove Compact sets out a framework to support partnership working. This sets out the aims, shared values, responsibilities and expectations of both the CYPT as commissioner and the Community and Voluntary Sector as providers. It enables greater understanding of the current and future opportunities and pressures affecting the market and how to get the best from this context for young people and the sector.

15. Public services and the Third Sector’s ‘added value’

The distinctive qualities of the Community and Voluntary Sector – sometimes referred to as its ‘added value’ or, the ‘additionality’ of the sector - are assets that the CYPT is keen to ‘capture’ and use in its delivery of services to young people. The Third Sector has a particular role in helping bring service users into a closer relationship with public services. This involves not just looking at the sector’s role as potential service providers – which will of course help increase market choice – but also thinking about the much wider role it can play, for example by helping to identify gaps in service provision, feeding in local perspectives on service re-design or re-provision, as well as offering innovative solutions on service delivery. The third sector’s reach into local communities means that it is able to create ‘social capital’ through building and maintaining relationships and bridges within and across communities, access individuals and communities who are particularly disadvantaged and which traditional services often have difficulty reaching. Added value that the sector brings to service delivery includes the ability to:

- Advocate on behalf of actual or potential service users
- Offer specialist ‘niche’ expertise in areas where the public or private sector tends not to operate
- Involve service users, for example as deliverers of services or in governance
- Be independent
- Be flexible and innovative in delivery and mode of operation
- Work across a range of public sector organisations
- Act as a critical friend to public sector partners
- Deliver value over and above that commissioned through the parallel provision of other services which give added benefit to service users

16. The Office of the Third Sector's Eight Principles of Good Commissioning

One of the ways in which this strategy will measure its success is to test how far its activities help the Office of the Third Sector's 'Eight Principles of Good Commissioning' to become embedded. The Office of the Third Sector has been working with government departments, and the wider public sector, in seeking to harness the added value of the sector in the commissioning process. A range of policy publications, including the key Partnership in Public Services: An Action Plan for Third Sector Involvement provides advice, best practice and guidance. A critical strand of work within the Action Plan is The National Programme for Third Sector Commissioning (being taken forward by IDeA). Underpinning the Programme are eight Commissioning Principles and the expectation is that these principles will be embedded in the commissioning frameworks and strategies of public partners. The Eight Principles of Good Commissioning are:

1. Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with third sector organisations as advocates to access their specialist knowledge;
2. Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
3. Putting outcomes for users at the heart of the strategic planning process;
4. Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
5. Considering investing in the capacity of the provider base, particularly those working with hard to reach groups;
6. Ensuring that contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
7. Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
8. Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

17. Involvement of Young People

Young people are involved in the IYSS commissioning decisions taken across the CYPT. The funding streams of the Youth Opportunities Fund and Youth Capital Fund carry the requirement that young people are active in the application and decision making process. Young people are also involved in the major procurement exercises. For example, young people sat on the evaluation panel for the commissioning of Connexions IAG services earlier in the year. The benchmark used for young people's participation work is the "Hear by Right" standard. This has been adopted by the CYPT to assess the

level of young people's participation in all elements of the CYPT's work and to plan to increase it.

18. Equality of Opportunity

The CYPT will require all those working with children and young people to aim for equality of outcome and to ensure that services meet the needs of diverse communities and individuals. Through this integrated commissioning framework the CYPT will require providers to collect and record information on the CCIS database (Aspire) about how groups of children and young people are doing so that resources can be targeted at groups in order to close gaps in outcomes and ensure equality of access to services.

19. Workforce Development

There will be close links with the workforce development programme, so as to ensure that the supply of suitably trained and qualified practitioners matches the profile required. Many of the internal CYPT training courses and other development opportunities are open to partners outside the council who are delivering services to young people. This includes CVS and private sector contractors. In order to access these opportunities, commissioned providers will be required to sign up to agreed CYPT policies and procedures as part of the contracting approach. This will ensure a coherent, truly integrated service being offered to young people.

20. Links with Procurement

There will be close links with procurement and contracting colleagues within the CYPT and other bodies so as to ensure that all services are contracted in accordance with local standing orders and procurement regulations. This strategy takes full account of the recently produced *Brighton & Hove City Council Corporate Procurement Strategy 2008 – 2011*.

21. Securing Value for Money and Contestability

The Local Government Information Unit defines contestability as being "the process of considering different supplier options, rather than just considering changing the management, method or processes of the existing supplier". Promoting a mixed market in the delivery of public services is a key component of the government's public service reform agenda. Ensuring commissioners, users, and funders of public services get the best Value for Money (VFM) from a mixed pool of providers is crucial to service improvement and sustainability. This strategy supports the need to work to the principle of contestability in terms of widening the market to create more suppliers of IYSS services.

The corporate procurement strategy lists a number of principles that should be applied in order to secure VFM. These are as follows:

- Cost effectiveness without compromising quality

- Competition should be sought
- Required rather than desired outputs
- Added value through innovation and creativity
- Accountability and transparency
- All viable sourcing options shall be considered
- Transactions should be streamlined to ensure efficient use of resources
- Administrative processes kept to a minimum to avoid bureaucracy
- Continuous improvement and learning from experience through ongoing 'relationship management'
- Focus on improving services for the future rather than maintaining services of the past.

Proof of good value for money is in concluding that the services received were worth the price paid. For services for children and young people this will be increasingly measured by the outcomes achieved in relation to the budgets committed.

As outlined in the corporate procurement strategy, in order to demonstrate VFM the following shall become established procurement practice within the commissioning of IYSS services:

- The inclusion of Performance Indicators and service level agreements within council contracts.
- Risk management to play a pivotal role in the contracting process.
- Contract management and benchmarking procedures.
- Investment in training and technology to enable positive results.
- Challenging the status quo through open and honest dialogue with partners and providers alike, as well as with young people and other stakeholders.
- Service and cost breakdowns must be secured to ensure probity and transparency

22. Performance Management

The need for commissioning and the resulting procurement activity to be undertaken within a performance management framework is critical to achieving success and continuous improvement and to ensuring that resources are targeted effectively. There is a range of performance management and monitoring systems in place for Children and Young People's Services in Brighton & Hove. However, the IYSS recognises that it has to do more to do to ensure that we measure value for money across all services. In terms of this strategy, this will require the development of a standardised performance management framework for all IYSS services, to include systematic and explicit benchmarking in relation to costs and outcomes for commissioned services. This will involve the setting of clear targets and the use of the Aspire MI system to monitor performance and measure impact.

23. Outcomes Framework

All contracts will include a cycle of monitoring and review so as to ensure the delivery of outcome-based performance targets, as shown in the following table:

| | QUANTITATIVE | QUALITATIVE |
|-------------------|---|---|
| OUTPUT or EFFORT | e.g. contacts with young people | e.g. process measures such as waiting times, or assessment timescales |
| OUTCOME or EFFECT | e.g. PSA 14 indicators, CYPP priority outcomes measures, young people gaining accredited outcomes | e.g. young person feedback |

This approach will dovetail with work already undertaken within the CYPT to develop Result Based Accountability (RBA)³ as a means of measuring and improving performance. The approach uses performance measures by asking seven questions:

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low cost ideas?
7. What do we propose to do?

24. Planned Focus of Commissioning Work

Commissioning of services over the next three years will build on current work that has proved to be making a difference, targeting areas most in need. This can be measured by progress against the key performance indicators. Although there are still challenges to meet some of the targets, progress is being made in many areas. The following table shows the key areas of focus for IYSS commissioning. They have been chosen on the basis that they are significant levers for improving outcomes.

| Priority Action | Current Focus of Commissioning work in 2008 | Planned Focus of Commissioning work 2009 - 2011 |
|------------------------|---|--|
| Targeted Youth Support | <ul style="list-style-type: none"> • Strengthened targeted work in 3 CYPT areas and developed a TYS service model / care pathway | Improve outcomes through: <ul style="list-style-type: none"> • Consolidating work of integrated teams and hubs to ensure they offer the services to young |

³ Friedman, 2005, 'Trying Hard is Not Good Enough..' How to produce measurable improvements for customers and communities. A methodology to evaluate impact on outcomes, using Results Based Accountability (RBA) is set out in the 'Turning the Curve Toolkit' published under the auspices of the Every Child matters programme.

Brighton & Hove Integrated Youth Support Service – Commissioning Strategy

| Priority Action | Current Focus of Commissioning work in 2008 | Planned Focus of Commissioning work 2009 - 2011 |
|------------------------------|--|--|
| | <ul style="list-style-type: none"> • Developed a model that has sign-up from the Community Safety Team, Police and CYPT. • Established network of area-based Hubs and Satellites offering services to young people in their locality • Formation of Integrated Teams • Invested in IYSS database – Aspire • Improving overall performance | <ul style="list-style-type: none"> • people that are appropriate and accessible • Reviewing usage and effectiveness of hubs and satellites • Outcome-focused performance management monitored via Aspire • Consider decommissioning and recommissioning services if required outcomes not achieved |
| Reducing 16-18 NEET | <ul style="list-style-type: none"> • Commissioned new IAG provider – Prospects – to deliver universal NEET Prevention and post-16 NEET Intervention Information, Advice and Guidance (IAG) • Funded specialist PA to work with YP with housing issues • Work with Allsorts to support LGBT young people • Worked with LSC and Family Learning Team to set up specialist provision for young mothers • Teenage Pregnancy Reintegration Officer now part of EWS team • Supported successful ESF and Entry to Learning bids to work specifically with NEETs | <ul style="list-style-type: none"> • Outcome-focused performance management monitored via Aspire • Review small contracts currently with City College and CVS providers to ensure NEET focus • Review in-house provision of intensive PA support • Revisit teenage pregnancy specialist PA specification to further support NEET • Review housing and LGBT work in light of budget constraints • Support work with CVS and other partners on ESF and Entry to Learning programmes. |
| Reducing Teenage Conceptions | <ul style="list-style-type: none"> • Provision of 3 TYS Teenage Pregnancy Workers as part of Hub-based integrated teams • Increased Contraceptive and Sexual Health (CASH) facilities • Recruited specialist Health Visitor and Early years Visitor posts • Implemented Termination pathway • Currently reviewing workforce development issues via focus groups • Working with Sussex University to investigate the Information, Motivation and Behaviour | <ul style="list-style-type: none"> • This is a key CYPT priority and PCT Vital Signs indicator • Evaluate and implement workforce development issues from focus groups • Rolling out CASH more widely – schools, colleges, WBL providers • Building on targeted interventions with YP at risk • In partnership with Sussex University implementing findings of IMB research and evaluating effectiveness of interventions. |

Brighton & Hove Integrated Youth Support Service – Commissioning Strategy

| Priority Action | Current Focus of Commissioning work in 2008 | Planned Focus of Commissioning work 2009 - 2011 |
|---------------------------------------|--|---|
| | <p>approach to working with young people</p> <ul style="list-style-type: none"> • In joint partnership with Housing, submitting a Child Poverty bid to improve outcomes for homeless young mothers. | |
| Youth Crime Prevention | <ul style="list-style-type: none"> • Integration of 3 Integrated Team Leaders with Youth Crime Prevention backgrounds • Integration of 7 Youth Crime Prevention workers into Hub-based integrated teams • Rolling out staff development opportunities to introduce restorative justice pilot project | <ul style="list-style-type: none"> • Develop and deliver truly integrated programmes for young people as part of the hub-based teams. • Continue with restorative justice pilot and evaluate effectiveness • Consider commissioning a coordination role for the restorative justice pilot |
| Substance Misuse | <ul style="list-style-type: none"> • Undertaken under-19 needs assessment to inform treatment plan. • Moved to National Treatment Agency performance structure and treatment planning process • Ruok? service specification conforms to NTA guidance • Currently revising youth alcohol strategy • Recruited to new Tier 3 alcohol support post | <ul style="list-style-type: none"> • Improve services to young people who misuse substances • Commission MIND to write and implement service user involvement strategy • Consider contestability issues around treatment service contract next March • Investigate extent to which city-wide provision meets area-based needs |
| Core Youth Work / Positive Activities | <ul style="list-style-type: none"> • Submitted Myplace bid to develop 67 Centre in Moulsecoomb • Submitted CYPT V bid and worked with CVS partners on their V bid. • Revisited core youth work delivery plans and SLAs with CVS partners | <ul style="list-style-type: none"> • Revisit and develop service specification for core youth work to ensure it reflects key IYSS priorities • Develop tighter and clearer SLAs with CVS to reflect IYSS key priorities and which are subject to outcome based monitoring |
| YOF / YCF | <ul style="list-style-type: none"> • Involved young people in a developing a good model of decision making and monitoring delivery, including prioritisation of funding. | <ul style="list-style-type: none"> • Further develop model to allow decisions on proportion of funding to which areas of service |
| Pooling Funding Streams | <ul style="list-style-type: none"> • Agreement on pooling funding streams and projects to enable a robust cross city approach to | <ul style="list-style-type: none"> • Continue to develop pooled funding approach • Evaluate effectiveness of |

Brighton & Hove Integrated Youth Support Service – Commissioning Strategy

| Priority Action | Current Focus of Commissioning work in 2008 | Planned Focus of Commissioning work 2009 - 2011 |
|-----------------|---|---|
| | supporting young people | pooled funding |

25. Implementing the Strategy – Next Steps

An action plan will be drawn up by the Commissioning Sub Group and recommendations made to the Youth and Connexions Service Board to allow this strategy to be taken forward. It is proposed that key actions to be addressed include:

- To draw up detailed operational commissioning plans which sit beneath this strategy for specific areas of work within the IYSS. This will include detailed plans for each CYPT area.
- To consult and review the terms of reference for the Youth and Connexions Service Board to investigate whether it should become the Integrated Youth Support Service Board.
- To review the current Commissioning Subgroup Terms of Reference to ascertain whether we have in place the required 'checks and balances' between commissioner and provider.
- To review and revise the current performance management framework to develop a standardised model for all IYSS services falling within this strategy.
- To ensure that this revised performance management framework enables the cultural shift from the present 'partnering' approach with soft outcomes and generic targets to a more 'commissioned' approach with specific, measurable indicators which reflect the outcomes framework described in 23 above.
- To investigate the feasibility of combining existing commissioning groups to look at wider funding streams such as youth crime prevention.
- To investigate whether we have the correct model and mix of commissioned providers and preferred suppliers, including in-house suppliers, to address the needs of young people in Brighton & Hove and achieve value for money. This to be done within the requirements of contestability and the context of the Brighton & Hove Corporate Procurement Policy.
- In the longer term, to investigate how this IYSS Commissioning Strategy links to and dovetails with other commissioning strategies for services for young people e.g. CAMHS.

26. Review of the Strategy

The Youth and Connexions Board will oversee the delivery of the IYSS Commissioning Strategy through the Commissioning Subgroup. The strategy will be reviewed annually with a report back to the Board each April.

Appendix 2: Integrated Youth Support Service Funding Streams for 2008-09

| Funding stream | £ 2008-09 | Examples of what is currently funded |
|---|---|---|
| Local Authority Youth Work funding | £922,000 £98,000 | <ul style="list-style-type: none"> • Core youth work funding for 5 youth centres, 8 full-time youth workers, management and admin support • Cross city projects including Duke of Edinburgh Award, Arts projects etc. • Core funding to CVS providers to deliver universal and specialist services |
| Area Based Grant | £250,000 | <ul style="list-style-type: none"> • Funding a variety of CVS detached and neighbourhood youth projects, youth crime prevention work across the city |
| Connexions grant | £2,100,000 | <ul style="list-style-type: none"> • Funding 40+ Personal Advisers and other delivery staff from statutory, CVS and private sector providers – NEET reduction, specialist support, IAG, Connexions PLUS centres • Providing CEG support to schools including teacher inset • CCIS MI system (Aspire) • Publications and resources for young people |
| Teenage Pregnancy: 1. DCSF 2. PCT 3. Ex VCG 4. LSC 5. Supporting People Strategy | £214,000 £302,000 £48,000 £25,000 £45,000 | <ul style="list-style-type: none"> • Funding for teenage pregnancy coordinator, specialist Health Visitor and midwife. Accredited learning programmes in PSHE et • Sexual Health provision, pharmacy scheme, TYS post, school nurse, healthy living centre etc • Teenage Pregnancy Re-integration post • Young parents courses • Supported accommodation project |
| Substance Misuse | £298,000 | <ul style="list-style-type: none"> • Funding for the substance misuse treatment service – ruOK? |
| Positive Activities | £112,000 | <ul style="list-style-type: none"> • Resourcing the programme costs for holiday activity programme for young people at risk; mainly used for programme costs but is also used for additional staffing costs. It is allocated to the local authority and core CVS partners. |
| Youth Opportunities Fund | £140,000 | <ul style="list-style-type: none"> • Funds allocated across the 3 area teams and also a citywide allocation. Have funded a range of programmes including a Special Needs activity project, and art activity group at the Foyer, and allotment project for young people at risk of anti-social behaviour, social performance events across the city at weekends. |
| Youth Capital Fund | £120,000 | <ul style="list-style-type: none"> • Funded building work at centres and equipping new programme - majority to CVS organisations. |
| Positive Futures | £46,000 | <ul style="list-style-type: none"> • Contract with 4 providers, including CVS, to deliver sport and art activities. |
| Total | £4,720,000 | |

Appendix 2: Integrated Youth Support Service Funding Streams for 2008-09

- In addition, there is a pooled funding arrangement to support the development of youth crime prevention work.

B. LOCAL CONTEXT

5. Vision, Mission and Purpose:

The authority's strategic review recommended that the new integrated service be called the Youth and Connexions Service and adopt the following Vision, Mission and Purpose statement:

- Our vision is that young people will use the Youth and Connexions Service as an important point of contact for information, advice and guidance on social, cultural, and emotional issues and for physical development opportunities. Parents/carers will understand how the Youth and Connexions Service supports their children to make a successful transition into adult life.
- Our mission is to ensure that we involve young people in the process of defining their needs and in the development of the service to provide a balance between Core, Enhanced and Intensive Services to ensure appropriate support for young people with greater needs.
- Our purpose is to deliver services that enable young people to make a successful transition into adult life.

6. Age Ranges

6.1 This **service specification** will use the nationally agreed age ranges for youth work and Connexions i.e.

- 11-25 years, with a priority focus on 13-19 year olds (Youth work)
- 13-19 year-olds and up to 25 year-olds with learning difficulties/disabilities (Connexions)

7. Links to Brighton & Hove Strategic Plans

7.1. This **service specification** links to each of the five Every Child Matters outcomes. It specifically addresses many of the key priorities as set out in the Brighton & Hove Children and Young People's Plan, in particular the following:

- Making a Positive Contribution
 - a) Priority 16: To increase opportunities for children and young people to play an active part in making decisions that affect their lives and well-being
 - b) Priority 19: To promote positive behaviour and reduce anti-social behaviour and youth offending
 - c) Priority 20: To provide children and young people with more opportunities to participate in their communities

- Achieving Economic Well Being:
 - a) Priority 21: The Children and Young People's Trust's key priority is to develop strategies & improve support to enable more young people to engage in further education, training or employment.
 - b) Priority 22: To enhance provision to ensure more young people are ready for employment

8. Definitions

8.1 The Brighton & Hove Children and Young People's Plan defines three levels of service –

- **Core** – services for all children and families
 - Core services support the provision of a range of activities, information, advice and guidance across the city for all young people for their transitions into education, employment and training and also the development of personal, social and emotional skills through positive activities
- **Enhanced** – targeted services to meet identified need
 - Enhanced services provide enhanced opportunities for learning, advice and support to identified young people to overcome specific barriers to a successful transition
- **Intensive** – services for those at high risk
 - Intensive services provide and refer to intensive support for young people assessed as having specific and often complex needs

8.2 The Connexions Partnerships (nationally) also adopt three levels of service but use different terminology (minimum, supported and intensive) and the Youth Support Service uses Tiers (Tier 1,2,3) to describe similar service levels. These definitions are similar enough to be adopted across the City by both Connexions and the youth support service using the overarching Children and Young People's Plan terminology.

8.3 This **service specification**, therefore, adopts the definitions as set out above and the following **defining examples** of types of youth and Connexions provision delivered by youth workers and personal advisers under each heading. Further work will need to be done in 'drilling down' to area and local level the minimum entitlement and equity in provision for all 13-19 year olds of each of these services.

9. Resource Proportions against Three Service Levels for the Integrated Service

9.1 This **service specification** will adopt the following proportional levels of resource allocation against each of the three service levels for the youth service and Connexions:-

- Core - 25%
- Enhanced - 60%
- Intensive - 15%

10. Examples of Core, Enhanced and Intensive Services

10.1. Core

- Youth centre provision - open access sessions, accreditation opportunities
- Advice, information and support drop-in provision
- Accreditation opportunities (Duke of Edinburgh Award, Arts Award, B&H Youth Award)
- IAG delivered in schools and colleges; Connexions PAs delivering minimum support to young people in school, college or community
- Detached/outreach work – via mobile information bus & Streetwise project
- Access points for young people e.g. youth centre, school, college and information points
- Participation - enabling young people to play an active role in the shaping of services for example through the Youth Council and the Youth Strategy Group

10.2. Enhanced

- Youth centre provision - preventative group work, diversionary activities, drop-in centres
- Diversionary activities – holiday, after-school/weekends in term time
- Preventative work with individuals and groups
- Advice, information and support drop-in provision, one-stop shops

- PSA target reduction work - NEET/teenage pregnancy/substance misuse/young offenders/school attendance/care leavers
- Connexions PAs delivering supported categories of work to young people with specified needs
- Completion of Section 140's for young people with SEN

10.3. Intensive

- Specialist PAs for work with young people with complex needs
- Youth work delivered through joint projects and partnerships focussing on young people with specific needs
- Targeted interventions and support with young people with specialist needs or with priority groups
- Referrals to specialist agencies

11. Service Model

11.1. The key factors informing the structure of the new integrated service are the development of the Children and Young People's Trust area teams and multi-disciplinary teams and also the national drivers specifically those in Youth Matters - Next Steps. The other key is the need for partnership working particularly with the voluntary sector, Sport and Leisure provision, Social Care, schools/colleges and other teams within the Children and Young People's Trust. All services that can be area based will be; services will be needs-led not organisationally-led.

11.2. Following the CYPT model, there will be three area Youth and Connexions Service teams: East, Central and West. The resource weighting for the three areas will be as follows:

- West - 28%
- Central - 31%
- East - 41%

11.3. In each of the three area teams there will be a Youth and Connexions Service Manager, Personal Advisers and youth workers. These teams will be operational and where possible accommodated by April 2007. The area managers will work together to implement the changes necessary to have operational teams up and running by that date. All practitioners

within the integrated service delivering core and enhanced services will be part of area teams. The area teams operate on two levels - directly managed services and commissioned services. Staff not employed by BHCC will continue to be managed within their employing organisations.

- 11.4. Some services and functions will remain city- wide. These include Duke of Edinburgh's Award and other city wide accreditation schemes, Youth Arts, Outdoor Education Advisory functions, the Transitions Team (for young people with special needs), training and workforce development and others. Much of the Connexions specialist PA support provision for priority groups will also remain city-wide, including BME, substance misuse, teenage parents, mental health, and LGBT.
- 11.5. Performance management and quality assurance will be incorporated within Service Level Agreements (SLAs), contracts and partnership agreements for all providers. Joint ownership of targets will determine the success of the new integrated service. The SLAs between the City Council and the voluntary sector will include the need for workers in the voluntary sector to be part of area team meetings.
- 11.6. The following sets out the key features of the service specification for the new integrated service and what will be delivered in each of the three areas:
 - a. Youth centre and youth project provision – youth centre usage will become multi-functional which will include a mixed programme of open sessions, accreditation opportunities, drop-in and other identified methods which will meet local needs
 - b. Information, Advice and Guidance including Careers IAG – Delivered in schools/colleges and within community settings
 - c. Detached, outreach work – Delivered via the mobile information bus and also via the detached projects such as Streetwise
 - d. Diversionary activities – specifically activities during the holidays and after school/weekends during term time
 - e. Opportunities for accreditation – Duke of Edinburgh, the new Arts Award, Brighton and Hove Youth Award
 - f. Community based access points for information, advice and support drop-in provision, one-stop-shops – such as Safe and Sorted, Youth Advice Centre and the Young People's Centre
 - g. Preventative work with individuals and groups for example the Teenage Pregnancy preventative group work
 - h. Access points for young people e.g. youth centre, school, college and information points

- i. Participation - enabling young people to play an active role in the shaping of services for young people including consultation, planning, delivery, training, interviewing, design and governance; for example through the Youth Council and the Youth Strategy Group
- j. Volunteering opportunities – such as Millennium Volunteers and Princes Trust

11.7. Each integrated area team will comprise 3 functional roles as follows:

- a. Engagement and Development - Community Function
- b. NEET Prevention - Education Function
- c. NEET Reduction - NEET Function

11.8. Specialist and city-wide Personal Advisers and other post holders will link with 3 area teams

11.9. Delivery priorities, objectives and targets of individual PAs and youth workers will be defined by their functional role.

11.10. In each area, the objectives and targets of all 3 functional roles will contribute to the overarching targets of the integrated area teams.

Appendix 4: Commissioning Subgroup Terms of Reference

Brighton & Hove Children and Young People's Trust Youth and Connexions Service Board Commissioning Subgroup Terms of Reference

1. Objectives

- 1.1. Following the strategic review of Youth and Connexions Services in Brighton & Hove, the Children and Young People's Trust Board endorsed the recommendation to form a Youth and Connexions Service Board to replace the former Connexions LMC. This Board is to have a number of subgroups including a Commissioning Subgroup.
- 1.2. The Youth and Connexions Service Board has responsibility for planning, delivering and monitoring the quality and performance of the Youth and Connexions Service, on behalf of the Children and Young People's Trust. (See Board Terms of Reference)
- 1.3. The Commissioning Subgroup has delegated responsibility to oversee and scrutinise the commissioning process of the Youth and Connexions Service Board and to advise the Commissioning Manager for the Youth and Connexions Service.
- 1.4. The Youth and Connexions Service through the Commissioning Subgroup will have responsibility for overseeing the following funding streams:
 - a. the main Connexions grant administered via the LAA
 - b. the core Youth Service budget from the CYPT
 - c. Positive Activities for Young People (PAYP)
 - d. Youth Opportunities Fund (YOF) / Youth Capital Fund (YCF)
 - e. Teenage Pregnancy funding
 - f. Substance Misuse funding
- 1.5. Whilst not explicitly responsible for other sources of funding for youth provision within Brighton & Hove, the Commissioning Subgroup will seek ways of working towards the priorities shared with other funding streams and add value to these, via co-ordination and/or joint commissioning. Examples of other funding streams that need to be considered during the commissioning process include:
 - Youth crime prevention funding from YOT, Children's Fund and Challenge and Support
 - Aligned funds that support the 14-19 Partnership Board's strategy to enhance the curricular offer and reduce levels of young people Not in Education Employment or Training (NEET)
 - LSC core and discretionary funding
 - City Council corporate grants and
 - Area-based funding initiatives.

Appendix 4: Commissioning Subgroup Terms of Reference

2. Function

- 2.1. To oversee and agree the service specifications for provider contracts for the funding streams outlined in 1.4 above.
- 2.2. To allocate and oversee the monitoring process for contracts to providers for the funding streams outlined in 1.4 above.
- 2.3. To oversee and agree the specifications for grants to the voluntary and community sector (if applicable).
- 2.4. To allocate and oversee the monitoring process for grants to the voluntary and community sector (if applicable).
- 2.5. To ensure that stakeholder feedback is reflected appropriately in any commissioning decisions.
- 2.6. To make robust commissioning and decommissioning decisions which are affordable whilst taking into account the impact on other agencies, on-going commitments, changes in costs, demands on service and availability of funds.
- 2.7. To ensure the Youth and Connexions Service collaborates effectively with others to coordinate delivery of services to young people in accordance with the Children and Young People's Plan and other key strategic plans within the city.
- 2.8. To advise the Youth and Connexions Service Board on key priorities, budgets, contracts, performance and quality assurance issues.
- 2.9. It is proposed that the initial membership/representatives of the Youth and Connexions Service Board Commissioning Subgroup will be:
 - a) Commissioning Manager Youth and Connexions Service
 - b) Commissioning managers or operational managers from each area team
 - c) Community and Voluntary sector representatives (via the CVS Forum)
 - d) Housing Services representative
 - e) Learning and Skills Council representative
 - f) Learning Disability Services representative
 - g) Learning Partnership representative
 - h) Performance team representative
 - i) Representatives from Voluntary Sector and External Funding Unit, Community Safety Team, YOT and Teenage pregnancy/DAAT.
 - j) Youth and Connexions Manager

3. Members' Responsibilities

- 3.1. To represent the views and interests of other funding or stakeholder groups of which they are members.
- 3.2. To bring to the subgroup information which may inform the commissioning process for the Youth and Connexions service
- 3.3. To disseminate information as appropriate to other funding or stakeholder groups in order to meet joint priorities and ensure equality of access to funding across the city.
- 3.4. To invite representatives of other organisations to attend meetings as and when specific agenda items arise e.g. finance, public health.

Appendix 4: Commissioning Subgroup Terms of Reference

4. Meeting Protocols

- 4.1. The Commissioning Subgroup should meet quarterly, prior to meetings of the Youth and Connexions Service Board
- 4.2. The Commissioning Subgroup will be chaired by Commissioning Manager, Youth and Connexions Service
- 4.3. Items requiring policy approval and action will be clearly highlighted
- 4.4. Papers will be provided at least 5 days in advance with recommendations wherever feasible. It is recognised that on occasions specific items might need to be tabled
- 4.5. Any interests will be declared and recorded at every meeting, for each item separately.

5. Review

- 5.1. The Youth and Connexions Service Board Commissioning Subgroup will review its Terms of Reference, membership and the effectiveness of its operation after one year.

