

# **Integrated Youth Support Project Initiation Document**

**The PID has been produced as a document guide for the project team on how the project deliverables will be achieved. Once approved, this PID will provide the “Baseline” for the project and will become “frozen” until such time as a major revision, such as change in key personnel or project scope is required. The PID will also be reviewed in the context of other initiatives/programmes currently being undertaken by RMBC. The PID will be version controlled and fall under a document revision process maintained by the Project Officer. It will be referred to whenever a major decision is taken about the project and used at the conclusion of the project to measure whether the project was managed successfully and delivered acceptable outcomes**

## Project Initiation Document

<b>Project Name</b>	Integrated Youth Support Service.		
<b>Project Sponsor</b>	Dorothy Smith, Director of Schools & Lifelong Learning		
<b>Project Manager</b>	Chris Brodhurst-Brown		
<b>Directorate</b>	Children & Young People's		
<b>Start Date</b>	1 <sup>st</sup> April 2012	<b>Completion Date</b>	1 <sup>st</sup> April 2013

<b>Contacts</b>		
<b>Name</b>	<b>Telephone / Email</b>	<b>Role</b>
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<b>Paul Theaker</b>	22547	Operational Commissioner/ Deliverer of specification and commissioning elements
<b>Collette Bailey</b>	55217	Project group member/Manager 14-19 CE IAG
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<b>Vicky Whitehead/Ged McNulty</b>	34940	Project group member/Early Intervention Team Manager
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<b>Performance Officer</b>		Project group member/ Performance Officer

### Background to the proposed work

The momentum for Integrated Services has been gathering pace across Local Authorities for some time now in response to significant reductions to public expenditure and the subsequent need to refocus reduced resources on more targeted and effective services and outcomes for young people.

A combining of services for young people offers opportunities for budget efficiencies, however there are also opportunities for such a process to realign and refine provision for local young people leading to improvements in delivery and outcomes.

Integrated services for young people need to be re-designed in four key areas:

- 1) Inter-agency governance (e.g. integrated structure representing all key delivery partners at senior level)
- 2) Integrated strategy (e.g. joint assessment of local needs and identification of available resources; integrated planning; joint commissioning of services)
- 3) Integrated processes (e.g. CART, information sharing arrangements, single Data system)
- 4) Integrated front-line delivery (e.g. co-location of staff, multi-agency teams).

The Services that would be combined in an IYSS in Rotherham would be the Youth Offending Service, Youth Service and the Connexions Service. This would be fully integrated; a new overall structure and set of pathways and ways of working would be created arising from a detailed assessment of the services required. This would include appropriate co location and changes to current ways of working and pooled budgets.

The creation of the service would be rigorously underpinned by the context of relevant statutory requirements including “Positive for Youth”, Corporate planning, the “Four big things” the Early Help Strategy and Operational Plan, the National Youth Agency Quality Standards Framework, HR and Finance processes.

The overall Vision would be a robust menu of provision ranging from open access to specialised support enabling young people to access what they need, when and where they need it.

All provision would be underpinned by comprehensive Voice and Influence strategy.

Young people would also have access to opportunities for personal and social development, Voice and influence and a broad range of interesting and challenging positive activities.

The development of an Integrated Youth Support Service will lead by the Head of Integrated Youth Support, with input from the Project Group and any commissioning activity led by an operational commissioner. There will be regular updates given to the Lead Member for Education and Lifelong Learning and CYPS Directorate Leadership Team.

## Objectives

The specific objectives are:

1. To determine the level of Integrated Youth Support service required from 1 January 2013 and beyond.
2. Determine what efficiencies can be achieved in 2012/13 and beyond as a result of the above.
3. To undertake consultation with stakeholders and young people
4. To develop the model for a fully operational Integrated Youth Support Service from January 2013 and associated efficiencies that will be achieved.
5. To develop the IYSS service specification.
6. Determine the Management Information requirements from January 2013
7. Where necessary and if appropriate, to achieve a full tendering exercise for elements of IYSS, with new contracts awarded by 31<sup>st</sup> January 2013 and the services operational from February 2013.

## Scope

The scope of this project is the Youth Offending Service, Youth Service, Connexions Service and the alignment of NHS vulnerable YP services. Not included in the scope is any other area of CYPs

## Deliverables

- An Integrated Youth Support Service Specification
- A structure for An Integrated Youth Support Service for Rotherham
- A commissioning plan
- Efficiencies agreed
- An Integrated Youth Support Service in place

## Business benefits

An IYSS will achieve best value in terms of economic efficiency and effectiveness of the service.  
Improved innovative, high quality, value for money provision  
Financial and resource efficiencies achieved

## Assumptions

It is assumed that the resources and information to deliver the project will be provided by the CYPs and Resources Directorates.

**Constraints**

Requirement to achieve efficiencies.

**Risks**

1. That the opportunity to shape the IYS service is not grasped with enough vigour to make the necessary changes happen.
2. That Schools and other stakeholders will not engage in the consultation and service modelling process .
3. Potential effect resources available to IYSS by the ending of current EIG in 2013. I.e. a potential unpredictable reduction in staffing levels across the Service.
4. Review of YJB funding for YOS may result in changes to resources available.
5. The introduction of Police Commissioners may affect some services.
6. Revision of the National Standards re YOS could have an impact on Statutory requirements.
7. The introduction of Conditional Cautioning could also impact the way services need to be delivered.
8. The transfer of remand costs to Local Authorities could also impact on resources available.
9. The SEN Green Paper has yet to be moved forward and until such time the LA will have to continue the delivery of section 139a assessments for young people with learning difficulties.
10. Staff across all three Services have recently been involved in some difficult change processes often resulting in cuts to Services and job losses, it is imperative to implement strategies which will encourage participation and discourage lapses in staff morale which could impact on services to young people and the failure to meet our obligations.

**Other areas of business affected**

- School Effectiveness
- Locality Teams
- Relationships with Schools

**Major dependencies**

Budget Matrix

**Stakeholders**

<b>Stakeholders</b>			
<b>Stakeholder</b>	<b>Interest in project</b>	<b>Governance role</b>	<b>Communication</b>
<b>Vulnerable Young People</b>	Will be affected by the outcome	Must be kept informed	Participate in consultation
<b>Councillor Hussain</b>	Key level of influence in outcome	Must be kept informed. Decision at each stage.	Highlight reports
<b>Cabinet</b>	Key level of influence in outcome	Decision making body	Regular update reports
<b>Head Teachers and governing bodies</b>	Will be affected by the outcome	Must be kept informed	Keep informed of developments
<b>Providers</b>	Recipients' of change	Must be kept informed	Keep informed via regular meetings, forums.
<b>CYPS DLT</b>	Will provide resources	Decision making body	Highlight reports
<b>Director of Schools and Lifelong Learning</b>	Will provide resources	Must be kept informed	Keep informed
<b>SLT</b>	Delivery of financial efficiencies	Decision making body	Highlight reports

<b>Staff Resources</b>	
IYSS Manager	2 days per week
Manager 14-19 CE IAG	1 day per week
Project Group Members	

## Implementation of Integrated Youth Support – Project Plan

Stage	Project Activity	Milestones	Action Required	Action by	Timeline
<b>Resource/ Needs Analysis</b>	Data collection and resource analysis: - Profile of vulnerable groups, current and future needs. - Research in relation to national guidance, good practice, benchmarking. To include professional bodies such as NYA and YJB. - Market analysis / sounding – potential providers, consortia arrangements possible? - Risk analysis – to changes. - Staff analysis – numbers, costs. - Resource analysis - overall budget/cost of delivery, assets.	Compendium of information and research gathered, which will form the basis of the needs analysis	Collate existing data, identify gaps and undertake research	Chris Brodhurst-Brown (with assistance from Collette Bailey, 14-19 CE IAG Manager) and Project Group Members	April 2012 – July 2012
	Undertake consultation with vulnerable young people about their needs.	Consultation undertaken and findings analysed. Recommendations determined in line with consultation outcomes.	Approval of report about outcomes and recommendations from the consultation. Ensure the outcomes of the consultation fed into needs analysis.	Chris Brodhurst-Brown (with assistance from the CYPs Voice and Influence Team)  Further consultation on IYSS / changes.	June- July 2012  September 2012
	Undertake consultation with stakeholders, including school communities, CYPs colleagues, VCS, area assemblies and Safer Rotherham Partnership colleagues.	Consultation undertaken and findings analysed. Recommendations determined in line with consultation outcomes.	Approval of report about outcomes and recommendations from the consultation. Ensure the outcomes of the	Chris Brodhurst-Brown (with assistance from the Project Group)	June- July 2012

Stage	Project Activity	Milestones	Action Required	Action by	Timeline
			consultation fed into needs analysis.	Further consultation on IYSS / changes.	September 2012
	Determine service outcomes.	Outcomes agreed and form the basis of the IYSS service specification.	Project Group to agree.	Project Group Members	June – July 2012
	Draft Needs Analysis document.	Needs Analysis produced and submitted to DLT for endorsement	Collate data, research and consultation information. Formulate recommendations from identified need	Chris Brodhurst-Brown	July 2012
<b>IYSS Specification</b>	Consider recommendations from the Needs Analysis.  Determine what information needs to be collated for the service specification. Outline IYSS service model. To include staff resources, premises, Management Information, IT/Social Networking and Website requirements	Service specification completed and approved by DLT	List information required, collate, and determine what is required in specification.	Chris Brodhurst-Brown  Paul Theaker, Operational Commissioner	August/ September 2012



Stage	Project Activity	Milestones	Action Required	Action by	Timeline
<b>IYSS Implementation</b>	TUPE information sought from Connexions provider and consultation with staff	TUPE implications understood. Consultation taken place.	Request for TUPE information sent to the Connexions Provider Consultation sessions with staff	Chris Brodhurst-Brown and Collette Bailey	September 2012
	Develop transition plan for Connexions staff coming in-house	Connexions staff smoothly transfer in-house	Consider transition requirements Implement transition plan  Connexions staff come in-house	Collette Bailey	September 2012  1 October 2012
	Staff consultation on the IYSS Structure	Staff consultation	IYSS structure issued to staff Consultation events Staff feedback considered	Chris Brodhurst-Brown	September – October 2012
	Formalise new IYSS Structure and develop workforce development strategy	All structural and HR requirements finalised.	develop job descriptions, allocate responsibilities and develop training package	Chris Brodhurst-Brown	September – October 2012
	Recruit to the IYSS Structure	All of the posts within the IYSS structure recruited to. Final structure with names published.	Interview schedule devised Interviews take place	Chris Brodhurst-Brown	November-December 2012
	IYS Service fully operational	Official launch of IYSS	IYSS launch planned IYSS staff teams fully briefed on roles and expectations	Chris Brodhurst-Brown	1 January 2013

<b>Stage</b>	<b>Project Activity</b>	<b>Milestones</b>	<b>Action Required</b>	<b>Action by</b>	<b>Timeline</b>
	Ongoing performance monitoring and review  Move towards IYSS Quality Mark	Quarterly performance monitoring and review arrangements in place	Monitoring arrangements in place from 1 January 2012	Chris Brodhurst-Brown	Ongoing
<b>Possible Tendering exercise</b>	Write Invitation to Tender. Develop evaluation criteria and weightings. Issue ITT packs (40 days if OJEU applies) Respond to ITT enquiries from providers. Tender evaluation. Contract award notice (7 days) Contract awarded (11 days if OJEU applies)	Tenders issued.  Enquires resolved.	Documents written and checked by RBT	Paul Theaker– in consultation with Chris Brodhurst-Brown	September to December 2012
<b>Contract(s) awarded</b>	Lead in time for successful providers.  Ensure completion of contract and agreement.	Contract awarded by 31 January 2013	Liaison with provider about draft contract. Respond to any queries/ issues/ Liaise between legal services / provider.	Paul Theaker – in consultation with Chris Brodhurst-Brown Contracting Officer in liaison with legal services.	January 2013
<b>Contract Monitoring and Review</b>	Ongoing contract management.	Contract awarded.	Ensure contract awarded and being delivered.	Chris Brodhurst-Brown, Paul Theaker	2 <sup>nd</sup> April, 2013 onwards