

TARGETED YOUTH SUPPORT

IMPLEMENTATION PLAN

2010/11



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Targeted Youth Support Implementation Plan

Foreword

This document is designed to illustrate Wakefield Council Family Services commitment to delivering against the Integrated Youth Support Strategy. It provides further detail of the offer of Targeted Youth Support to the most vulnerable young people across the District. The aim of this document is:

- To provide the national and local context for the development and implementation of Targeted Youth Support.
- To establish and identify the work that has been completed or is currently underway with regard to Targeted Youth Support.
- To identify and Action Plan the strategic direction of Targeted Youth Support services until April 2011.

Elements of this plan will be used as a live document and updated on a quarterly basis to reflect any progress made.

1. Introduction

- 1.1 The DCSF 'Youth Matters – Next Steps' agenda and the subsequent Aiming High for Young People, provides the National Strategic context for the development and implementation of the Integrated Youth Support Services including the Targeted Youth Support agenda.
- 1.2 Targeted Youth Support (TYS) in Wakefield is one of the 4 components of Wakefield's Integrated Youth Support Strategy (IYSS) – Impartial Information Advice and Guidance (IIAG), A Universal Offer of Positive Activities, Volunteering and Citizenship and Targeted Youth Support.
- 1.3 YYS acts as the umbrella agenda for the work undertaken with the most vulnerable groups of young people across the Wakefield District. The vulnerability of these young people is identified into 4 distinct elements of risk taking behaviour, which in many cases are closely interlinked. These are as follows:

Young people that are involved, or are at risk from becoming involved in:

- Crime and Antisocial Behaviour
- Alcohol and Substance Misuse
- Teenage Pregnancy
- Young People Not in Education, Employment or Training (NEET)

- 1.4 A central aim of YYS is to help vulnerable young people as early as possible, to address difficulties as they emerge and prevent their problems escalating. This often means working with young people who may not meet traditional thresholds for statutory or specialist services, but whom without help, are vulnerable to adverse outcomes and risk taking behaviour associated with alcohol and substance misuse, youth offending, anti social behaviour, teenage pregnancy, becoming NEET.

1.5 In particular, this work is likely to include young people who experience a combination of the factors below:

- Persistent absence or exclusion from school
- Chaotic family arrangements
- Behavioural problems
- Poor emotional, social or coping skills
- Poor mental health
- Learning difficulties and disabilities
- Low self-efficacy
- Youth crime and anti-social behaviour
- Poor aspirations
- Attitudes which condone risky behaviour
- Poor family support, family conflict or other family problems such as parental substance misuse
- Poor support networks
- Family or friends, or involvement in gangs, who condone high risk activities
- Living in a deprived neighbourhood
- Poverty

1.6 The TYS reforms bring together local services and create a common approach to:

- identifying vulnerable young people;
- early assessment of their needs and;
- providing an integrated approach to support.

Services are helped to identify emerging difficulties in young people's lives and respond to them quickly and effectively so fewer young people experience serious problems.

1.7 There are seven key strategic elements to the TYS agenda:

1. Identifying vulnerable young people early, in the context of their everyday lives.
2. Building a clear picture of individual needs, shared by young people and the agencies working with them, using the common assessment framework (CAF).
3. Enabling vulnerable young people to receive early support in universal settings.
4. Ensuring vulnerable young people receive a personalised package of support, information, advice and guidance, and learning and development opportunities, with support for their parents or carers as appropriate, co-ordinated by a trusted lead professional and delivered by agencies working well together.
5. Strengthening the influence of vulnerable young people, and their families and communities, and their ability to bring about positive change.
6. Providing support for vulnerable young people across transitions, for example moving on from school or from the support of one service to another as needs change.
7. Making services more accessible, attractive and relevant for vulnerable young people.

1.8 Targeted Youth Support aims to help vulnerable young people achieve the five Every Child Matters outcomes; being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being. Effective TYS services address the risk factors that may result in poor outcomes. This subsequently helps to build young people's resilience so that the impact of their vulnerability is reduced. In particular, TYS aims to:

- Develop young people's social and emotional skills, enabling them to make positive choices, manage change and navigate risk.
- Raise young people's aspirations and help them to achieve so that they feel positive towards learning. This includes helping them to be engaged, and stay engaged, in a wider range of learning opportunities available to 11-19 year olds.
- Help foster supportive and positive families, communities and peer groups.

1.9 The TYS Strategic Group will be responsible for ensuring that the TYS Implementation Plan continues to be fit for purpose. The TYS Implementation plan will then be used to demonstrate impact against National Indicators that fall under Public Service Agreement 14 under the Local Area Agreement.

- Number of First Time Entrants to the Criminal Justice System - NI 111
- Under age conception rate – NI 112
- Substance misuse by young people – NI 115
- 16-18 year olds who are not in education, training or employment (NEET) – NI 117

2. The TYS Offer In Wakefield

2.1 **Principles:** Each Local Authority will have its own unique perspective of how TYS should be implemented. This will be based on multiple local factors that will develop into a set of principles that guide the development of TYS. In Wakefield these principles include:

- Providing more support to those that need it most,
- Identifying vulnerable young people early,
- Ensuring a universal offer of positive leisure time activity for all and
- Setting young people at the heart of decision making

These are all significant challenges inherent in delivering the TYS agenda in Wakefield.

2.2 The challenges stated above require that organisations across the public, voluntary, community and private sectors work in a collaborative and integrated manner in both the strategic development and local implementation of TYS.

2.3 In the Wakefield District we recognise that prevention work undertaken at the earliest opportunity, is likely to yield a positive outcome in terms of reducing the likelihood / impact of risk taking behaviour. As such, the target age range for TYS is 8-19 years inclusive. However, it should be noted that the TYS offer extends to young adults with learning difficulties up to the age of 25.

2.4 There is an understanding across TYS stakeholders in Wakefield that the relationship between the different vulnerabilities associated with TYS i.e. those stated in section 1.3 are closely interlinked. For example, young people that are involved in alcohol and substance misuse are also more likely to be involved in risk taking behaviour that leads to teenage pregnancy. In many circumstances young people should be considered to have multiple vulnerabilities and be at risk from a range of adverse outcomes.

2.5 As such, holistic and integrated packages of interventions should be implemented to reduce the potential risk of adverse outcomes for young people.

2.6 Consultation with Young People

- 2.7 As part of the 'My Life' and 'Tell us 3' consultation process, the Local Authority has undertaken significant consultation with young people with regard to the challenges they face in accessing the support that they need when they need it most.
- 2.8 Young people's input into this process has formed the basis for the strategic development and commissioning processes via a model of Outcome Based Accountability (OBA) approach to commissioning. This approach requires that young people are involved in each step of the commissioning cycle, from Needs Assessment to service design, from procurement to contract review.
- 2.9 YDSS regularly consult young people that access their services regarding service development, design, implementation and satisfaction. This is undertaken through a wide range of methodologies including participant feedback forms at the end of sessions, dedicated youth forums and youth inspections of YDSS and TYS facilities and services.
- 2.10 **Strategic Development and Governance**
- 2.11 Since January 2008 TYS in Wakefield has evolved significantly in terms of strategic development and local delivery.
- 2.12 In terms of strategic development, significant work has been undertaken by the Local Authority and its local strategic partners to improve the profile and governance of the TYS agenda both at local and regional levels.
- 2.13 A multi- agency Strategy Group governs the strategic direction of all services and activities that contribute to the TYS offer across the Wakefield District. Membership of this group is diverse in order to respond to the complex and varying needs of the TYS client group. The membership includes:
- Wakefield Council Youth Development and Support Service Manager (chair)
 - Wakefield Council Strategy and Commissioning Service Manager
 - Wakefield Council TYS lead officers and commissioners
 - Wakefield Council Anti Social Behaviour Managers
 - Wakefield Council YOT officers
 - Wakefield Council Sport and Active Lifestyles Managers
 - Wakefield Council Arrest Referral Team
 - Wakefield District Housing Managers
 - Extended Schools/Services officers
 - WDPCT Public Health
 - Connexions
 - Social care Direct
 - West Yorkshire Police
 - West Yorkshire Fire and Rescue Service
 - Young People's Substance Misuse Service
 - NACRO youth engagement services
 - Healthy Schools Teams
 - Banardo's Inclusion Service
 - Open Door Homeless Service
 - Safer Schools Partnership Manager

- Members of Young Lives
- WDPCT lead for Teenage Pregnancy
- Adult Substance Misuse Services
- School Improvement Team
- Representatives from a range of voluntary and community sector organisations

2.14 The chair of the TYS Strategy Group reports to the Young People's Strategic Partnership through the 'Fulfilled' Sub Group.

2.15 Locality based TYS Implementation

2.16 A locality based approach to delivering TYS has been adopted in Wakefield. This consists of services being delivered to young people within the communities that they live in using an outreach/satellite model from Youth Development Support Service (YDSS) Area Activity HUB sites. The location of these HUB sites are as follows: The Base that service the North East 5 towns' area, Wakefield City Limits – which service Central Wakefield and the Hemsworth HUB which service the south east area.

2.17 TYS services are co-ordinated via a multi agency referral and co-ordination panel that operates in each of the HUB areas. As such, any young people that are identified as demonstrating the vulnerabilities associated to TYS, can be referred to these panels. Young people are either referred with a CAF / Pre CAF assessment (or a recognised assessment framework i.e. ONSET, ASSET) or a CAF is completed by an appropriate lead professional prior to the case being presented to the TYS panel.

2.18 The role of these panels is to formulate an integrated and holistic package of support that meets the needs of young people referred to the panel. Membership of these locality panels is diverse and comprises of universal, targeted and specialist children and young people's practitioners that mirrors the membership of the strategic group stated in 2.8. As such, appropriate lead professionals and comprehensive packages of services can be developed quickly and in a collaborative manner.

2.19 Significant work has been undertaken since early 2008 to refine and publicise the referral pathways into the TYS. There is now a clearly defined process for the nomination and referral of vulnerable young people into each of the locality based Targeted Youth Support Panels.

2.20 Strategic Commissioning

2.21 The commissioning of TYS provision from the private, voluntary and community sector has also ensured that organisations which are delivering TYS service provision utilise the TYS panel arrangements and adhere to the referral and nomination processes.

2.22 In an attempt to rationalise and integrate the TYS services that operate across the Wakefield District from the Statutory, Private, Voluntary and Independent sectors it has been necessary to explore the provision that each of these sectors delivers in order to understand how it fits strategically into the TYS offer in Wakefield. This has led to some programmes being decommissioned, reconfigured, re-commissioned or remodelled to better meet the needs of vulnerable young people.

- 2.23 In addition to reconfiguring existing TYS services, the Local Authority has secured significant new investment to supplement its TYS programme. This investment has included funding to support new Youth Crime and Antisocial Behaviour Family Intervention Projects, Youth Mentoring Programmes, capital funding to support the co-location of services for young Care Leavers, investment into the co-location of young people's services and significant levels of funding to respond to young people not in education, employment or training.
- 2.24 Existing Commissioning arrangements with regard to Young People Substance Misuse Services have also been strategically integrated into TYS arrangements. This integration is further discussed in section 3.8/3.9.
- 2.25 Impartial Information, Advice and Guidance services for young people have recently been redesigned and commissioned to appropriate providers across the Wakefield District. The primary focus of the redesign of these services has been to place significant emphasis on reducing NEET young people throughout the District.
- 2.26 The Strategy and Commissioning unit with WMDC Family Services has developed a model of Outcome Based Accountability within its commissioning arrangements. As such, significant improvements have been made in translating the views and opinions of young people into outcome focused services that have been commissioned and are now operating within the TYS remit.

3. **TYS Provision**

- 3.1 Figure 2 shows a strategic representation of current TYS service provision.
- 3.2 TYS provision in Wakefield is largely split between statutory sector TYS services delivered by Wakefield MDC and Wakefield District PCT teams, and commissioned services within the private and 3rd sector.
- 3.3 Commissioned TYS services are predominantly delivered by the 3rd sector. These services have evolved over the last 3 to 5 years in response to discrete funding projects backed by national government initiatives and funding mechanisms.
- 3.4 Many of the commissioned services were established against Youth Crime/Justice projects and have continued to deliver this provision to a generally high standard over the last 3 - 5 years. However, there is very little integration between these discrete projects and the model of service delivery is overwhelmingly output orientated rather than focusing on outcomes. As such, these services do not currently conform to nationally suggested TYS / IYSS delivery models.
- 3.5 Much of the current investment in TYS services (both through statutory services and through commissioned services) is aimed at young people aged 14 -19.
- 3.6 The majority of the statutory based TYS provision is delivered by dedicated TYS teams within Family Services Youth Development and Support Services (YDSS). These teams deliver a wide range of tailored 1-1 and group work interventions/projects with young people.

- 3.7 The primary indicator for Teenage Pregnancy is NI 112 – Under 18 conception rate. This looks at the change in the rate of under-18 conceptions per 1,000 young women aged 15-17 years resident in the area for the current calendar year, as compared with the 1998 baseline rate, shown as a percentage of the 1998 rate. In addition to being a national target Teenage Pregnancy is also an LAA and Vital Signs target.
- 3.8 Current investment is mainly targeted at the 11-16 year age range with a particular emphasis directed at the Year 9 age group (13-14 years). This takes the form of multi-agency delivery (statutory and voluntary sector Youth Workers, School Nurses, Health Visitors) of Relationships and Sex Education, Social Norms Pilots in 3 (Hot Spot) Schools Theatre in Education, and other tailor made resources (for example Teens and Tots 24/7 a DVD resource featuring local teenage parents high-lighting the realities of parenthood) delivered and or commissioned by the Teenage Pregnancy Team.
- 3.9 Targeted Group work programmes (13-17 years) are delivered in School, College and through Learning Providers e.g. Rathbone. This is currently delivered by Chantry YMCA Group work (13-17 years) delivered by YDSS, young people identified through Detached Youth Work and other informal contacts.
- 3.10 Specialist individual and group interventions include:
- Relationships and Sex Education for Looked After Children provided by the Sexual Health Worker (LAC) based with the Wakefield District community Healthcare Services.
 - Sexual Health Clinics targeted at the under 25 age range deliver Contraceptive and Sexual Health (CaSH) services with Outreach Workers targeting high risk individuals and groups.
 - There are 19 Pharmacies across the District providing free Emergency Hormonal Contraception (EHC).
 - Sexual Health Campaigns targeted at young people - These include District wide Bus-stop and Billboard campaigns, leaflets designed with young people, condom wallets with service info to support EHC in Pharmacies
 - District wide workforce training around the implementation of early identification and awareness programmes for professionals working with young people.
 - Research and Evaluation of the factors influencing Teenage pregnancy and the effectiveness of interventions
 - Developing a local Teenage Pregnancy data set to provide reliable local insight.
- 3.11 Significant progress has been made over the last 18 months in terms of integrating Young People's Substance Misuse (YPSM) services into existing TYS services. YPSM services are collocated and delivered alongside statutory TYS services in Area Activity HUBS and Youth Offending Teams. As such, the commissioned YPSM Service has become a key component of locality based TYS multi agency panel arrangements. The result of this integration has been a significant increase in the numbers of young people receiving treatment interventions. This increase in performance has allowed Wakefield to move from

a very low starting point to one which is now comparable with regional and statistical neighbours.

- 3.12 The annually updated YPSM Treatment Plan has also been integrated into this document in order to reflect the local YPSM governance arrangements. These arrangements include integrating the remit of YPSM Joint Commissioning Group (a required National Treatment Agency group) into the TYS Strategic Group, which also includes Adult Substance Misuse commissioners.
- 3.13 Although statutory TYS services deliver a wide range of preventative activity programmes, it is fair to say that the statutory services predominantly work with young people that have deeply entrenched vulnerabilities and risk taking behaviours (particularly with regards to Youth Crime and Anti-Social Behaviour).
- 3.14 YDSS offers a range of support services to vulnerable groups of young people as part of a dedicated Youth Offer. This offer is delivered by dedicated Targeted Youth Support Officers, Youth Workers and specialist Sports Co-ordinators. The Youth Offer includes 1-1 work, group work and specific project work. The following identifies some of the activities delivered within each part of the offer.

1-1 individual interventions;

- Intensive programmes that are tailored to the needs of young people.
- Brief interventions that address a range of issues that vulnerable young people face such as anger management, financial management, conflict resolution and positive activities.
- Supporting young people in their engagement with wider support services and integration into universal services.
- Family work to support young people in their day to day family lives.

Group work projects;

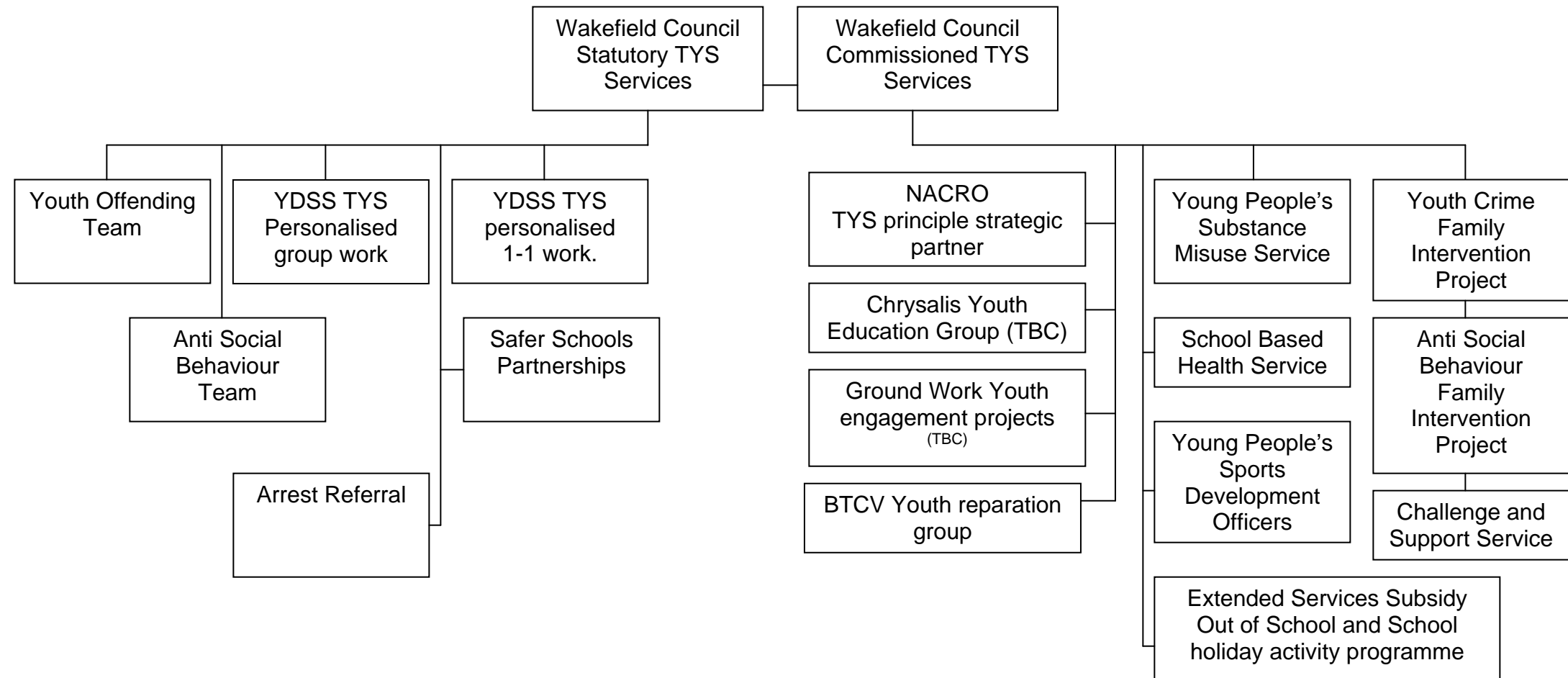
- A range of projects that are delivered periodically and focus on addressing behaviour associated with teenage pregnancy, crime and ASB, fire setting, substance misuse.
- Co-ordination of multiple agency programmes of work for groups of young people.
- Open access group work within young clubs at a range of facilities across the District.
- A wide range of sports and leisure activities are provided by YDSS sports development officers.

- 3.15 The Safer School Partnerships is an early intervention and prevention initiative. It is a collaborative approach between a school, police and other local agencies working towards the following aims:
- To reduce the prevalence of crime, anti-social behaviour and victimisation amongst young people and to reduce the number of incidents and crimes in schools and their wider communities
 - To provide a safe and secure school community which enhances the learning environment

- To engage young people, challenge unacceptable behaviour, and help them, develop a respect for themselves and their community
- To ensure that young people remain in education, actively learning, healthy and achieving their full potential.

- 3.16 A great deal of progress has been made in Wakefield over the past 18 months. There are three Safer Schools Partnership Officers appointed to Minsthorpe Community College, Hemsworth Arts and Community College and the Pupil Referral Unit, with further enhancement to schools policing, with a Youth and Schools Officer working in each of the seven Neighbourhood Policing Teams.
- 3.17 The year 7 partnership education programme, which was delivered in nine secondary schools across the District between January and July 2009, has proved extremely successful with take up for 2009/10 school year exceptional, with all but two schools expressing an interest to be involved in some way.
- 3.18 The partnership is currently developing a Year 10 programme which will be based around three core themes, these being Anti Social Behaviour, Community Cohesion and Substance Misuse. This will assist schools to deliver against the key objectives of building resilient behaviour, promoting young people's well being and staying safe and healthy. This will be implemented in some schools in the school year 2009/10.
- 3.19 The vision of the Safer Schools Education Programme is to provide schools with access to a coherent and progressive curriculum enrichment programme from years 7 to 10. This programme could make use of specialist input from partner agencies in year 7 and year 10 enrichment sessions with a curriculum enhancement provided for years 8 and 9 through the training and resources from the 'Watch Over Me' teaching materials.

Figure 1: Current TYS Provision:



4. The Next Steps

- 4.1. The evidence presented in sections 2 and 3 of this document suggests TYS in Wakefield has largely developed organically over the last 2 years with significant developments being introduced through both statutory and commissioned 3rd sector organisations.
- 4.2. The major challenge for TYS in Wakefield is to remodel these services into streamlined and highly integrated packages of services that can be offered to vulnerable young people as holistic interventions to their individual needs.
- 4.3. This process of integration will require a significant increase in the capacity to deliver high quality, targeted services. Standardising the processes and systems that are in place across multiple agencies and sectors will also be necessary.
- 4.4. In order to gain the capacity to deliver this improved and integrated offer to vulnerable young people, the Local Authority and its partners will better utilise the skills and abilities that have developed in the 3rd sector. These organisations have developed a vast skills and resource base in terms of designing and delivering bespoke services against discrete project briefs for the TYS target group. This experience means that 3rd sector organisations ideally placed to provide the additional capacity to deliver services against a more effective TYS delivery model.
- 4.5. The delivery model will involve the development of a District wide partnering arrangement. This will require all TYS services within the District to deliver their services against a single TYS outcomes specification. The partnership will be jointly managed by the Local Authority (within established governance arrangements) and a Key Strategic Partner within the 3rd sector.
- 4.6. The Key Strategic Partner will co-ordinate, develop and expand the TYS programme approach to include appropriate organisations from across the public, private and 3rd sector who can evidence that their services can add value in delivering high quality outcomes for vulnerable groups of young people. It is envisioned that the development of a multi-agency TYS approach will largely be guided by the needs and demands of the vulnerable young people accessing the programme.
- 4.7. The Local Authority has equally demonstrated significant progress in terms of its ability to streamline, develop and refine highly effective systems, processes and governance arrangements i.e. referral pathways, multiagency partnership working, locality based implementation and strategic governance arrangements. As such, these processes should be integrated more widely across the entire spectrum of TYS service providers.
- 4.8. A major challenge will be to merge the increased capacity provided through the integrated partnership approach with the streamlined and young person centred systems, processes and governance arrangements discussed above. Bringing together these elements across a multi agency approach will be the key to delivering high quality outcomes for vulnerable groups of young people. Figure 2 demonstrates the intended multi-agency TYS approach. Figure 3 is the suggested process for accessing and engaging in the TYS programme.

Figure 2: Intended Model of TYS Programme

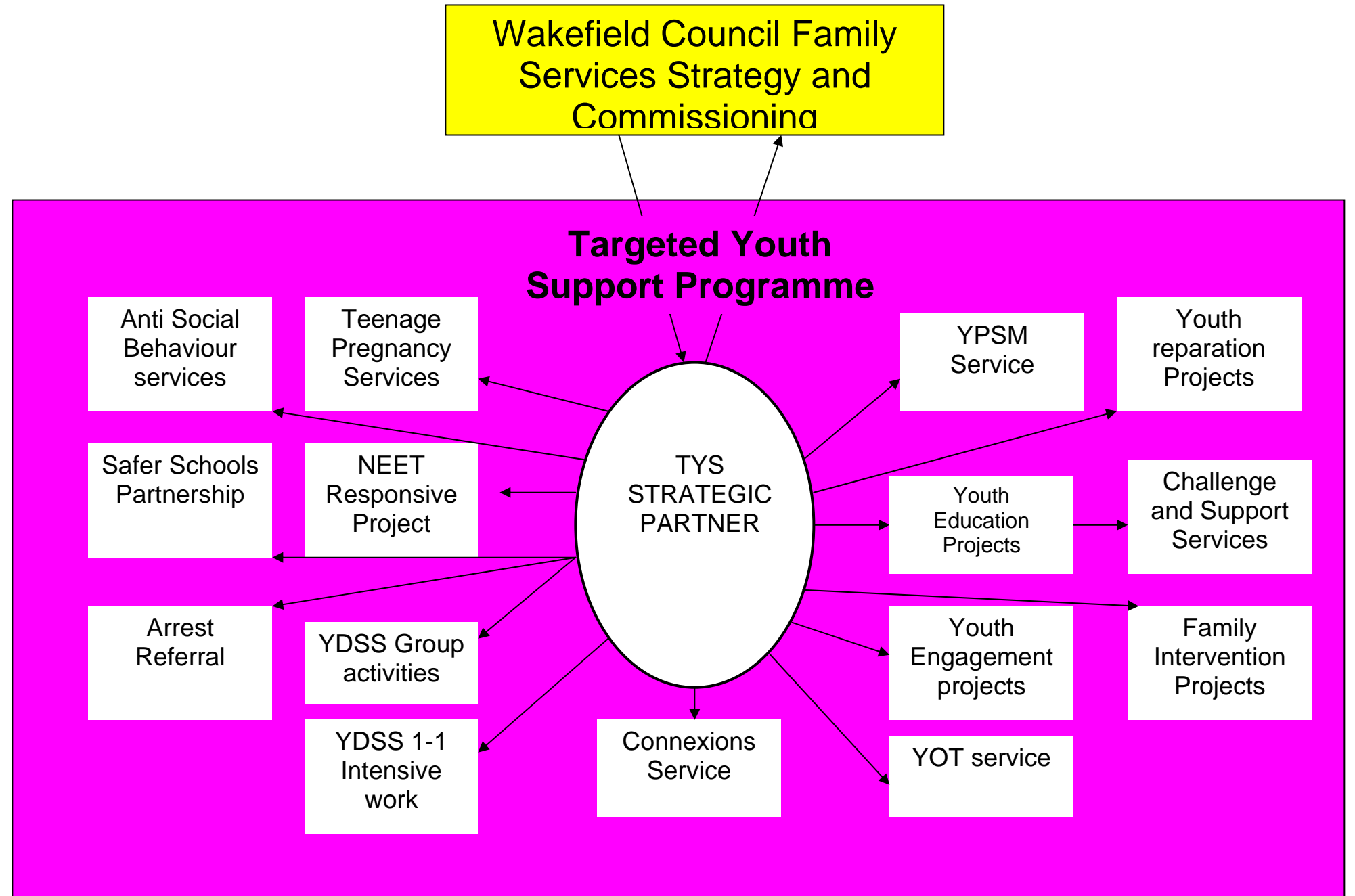
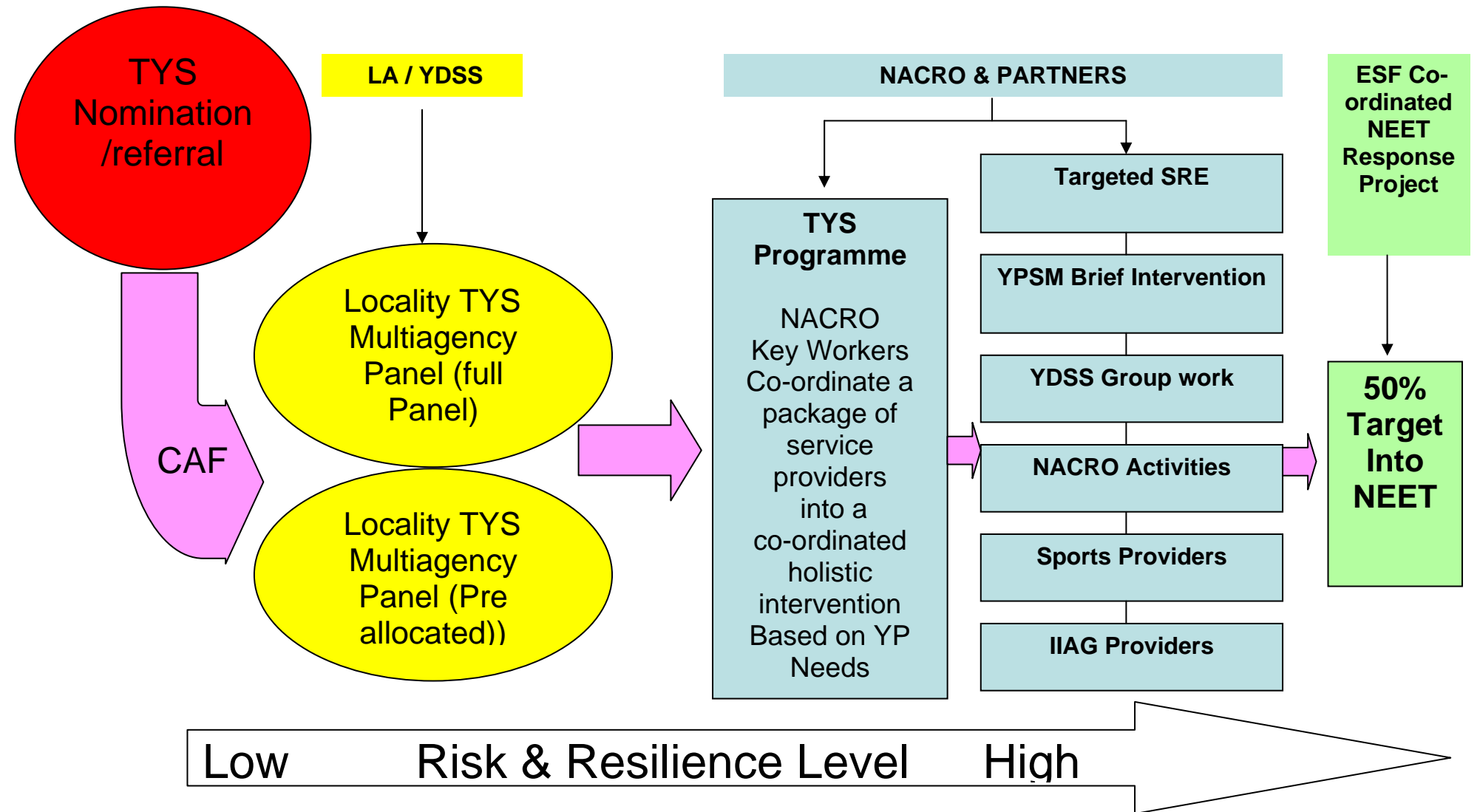


Figure 3: Intended TYS referral and engagement process.



- 4.9. Investment into bespoke services for certain cohorts of vulnerable young people that demonstrate TYS vulnerabilities will continue to be required over the coming 18 months. An example of this relates to the intended development of services for Young Care Leavers. This cohort of young people often face very specific barriers that leave them more susceptible to the vulnerabilities specified in section 1.3. As such, bespoke services are required in order to reduce the risk of adverse outcomes for this cohort of young people. However, a key challenge will be to ensure that these bespoke services are mutually integrated into the wider TYS offer in order that these young people can also benefit from holistic interventions.
- 4.10. Another key challenge will be to significantly raise the awareness of the TYS Programme across all relevant public, private and 3rd sector Children's and Family services. The profile of the TYS programme, at strategic and operational levels requires strengthening in order to give the programme equity against other agendas within mainstream education and social care.
- 4.11. More work must be undertaken to bring the TYS programme more closely in line with mainstream education services, particularly with regards to new duties relating to the well being of children and young people in schools. There is also significant overlap within the Extended Services agenda. This particularly relates to significant increased levels of new investment into schools to engage the most disadvantaged young people and families in Extended Services activities. These activities must be delivered in a manner that is complimentary to the TYS programme to ensure that maximum impact is achieved and duplication of service provision is avoided.
- 4.12. Specific emphasis will be placed on the TYS Programme to identify and target young people at risk from achieving poor outcomes earlier in their lives. Historically, the majority of investment into TYS services has been aimed at young people aged 14-19. There is significant published research and evidence to suggest that by the age of 14 some young people have developed deeply entrenched behaviour relating to TYS vulnerabilities. As such, directing TYS interventions at this point may mean that this behaviour is more difficult to reverse and adverse outcomes are more likely.
- 4.13. TYS services will be aimed at young people aged 8-19. However, specific emphasis will be placed on engaging young people at the primary / secondary school transition point. An early intervention and prevention approach should be taken in terms of offering an integrated package of TYS interventions in order to reduce the likelihood of adverse outcomes later in their academic careers.
- 4.14. A more structured approach to the consultation of young people with regard to the development of TYS programmes is required at locality level across the Wakefield District. Young people's TYS commissioning and partnership groups should be established in each Hub area to guide the development of the TYS partnership and the strategic commissioning of services within it. The membership of these groups should be representative of the TYS target group as well as the local communities that the groups would serve.
- 4.15. A review of the current commissioning of Young People's Substance Misuse Services is required in order to ascertain if young people's needs are being met through the current and proposed TYS arrangements. This particularly applies to Tier 2 alcohol and cannabis treatment interventions. Further commissioning of services may be required in order to better address the need for more integrated Tier 2 substance misuse services. This will be

informed by the YPSM Needs Assessment and Treatment plan for 2010/11 which will be integrated into this document.

- 4.16. The 2010/11 YPSM treatment plan will again be integrated into the TYS Action Plan that accompanies this document. The TYS strategic group should also retain the local strategic and commissioning governance of YPSM Services in Wakefield.
- 4.17. The work undertaken as part of the Safer Schools Partnership should be further expanded into more schools and across wider age groups over the coming 18 months.
- 4.18. Further work is required to embed the work of the Family Intervention Projects (FIP'S) in to the wider TYS service provision. Indeed, FIP's should be integrated into the new TYS programme suggested in 4.5.
- 4.19. During a 2009 National Support Team evaluation of Teenage Pregnancy in Wakefield, it was recommended that a more strategic approach to the commissioning of Teenage Pregnancy services is required in order to bridge the gap between local and regional levels of under 18 conception rate. As such, a more co-ordinated approach to commissioning Teenage Pregnancy services should be implemented in 2010/11. This will include significant investment into a targeted commissioning approach to working with those young people most at risk from becoming teenage parents. This particularly applies to young people identified within the TYS cohort. However, this targeted commissioning approach must be implemented as part of a wider holistic approach to commissioning teenage pregnancy services including universal education teenage pregnancy services and universal health care services.
- 4.20. Work will begin in early 2010 with regards to commissioning a Targeted Teenage Pregnancy Service Provider to deliver services alongside other local TYS service providers.
- 4.21. The TYS Strategic Group should begin to take a more performance related approach to measuring the impact and outcomes of additional investment in teenage pregnancy services.

5. Action Plan

This section of the Targeted Youth Support Implementation Plan is designed to be a working document that captures the actions required to drive forward progress against the objectives stated in section 4 of this implementation plan. Progress against key TYS objectives will be updated on a quarterly basis by members of the Targeted Youth Support Strategic Group. As discussed in section 3.9 of the above implementation plan, the Young People's Substance Misuse Treatment Plan is included as part of this action plan. Key objectives from the treatment plan have been integrated into the main body of the 7 strategic delivery elements below. However, specific actions relating to these objective are captured in the treatment plan in section 5.1.

TARGETED YOUTH SUPPORT ACTION PLAN

Strategic Delivery element	Key Actions	Lead Person or Organisation	Time scales	Progress achieved to date	Progress RAG Rating
1. Identifying vulnerable young people early, in the context of their everyday lives.	1.1 To establish and develop a locality based TYS partnership approach that allows vulnerable young people to access a personalised package of interventions that address their needs and reduce the risk of adverse outcomes from risk taking behaviour.	Andy Simpson, Stephen Crofts, NACRO, All TYS Partners.	By November 2009	<p>Targeted Youth Support (TYS) in Wakefield is one of the 4 components of Wakefield's Integrated Youth Support Strategy (IYSS)</p> <p>A multi – agency Strategy Group governs the strategic direction of all the services and activities that contribute to the TYS offer.</p> <p>TYS acts as the umbrella agenda for the work undertaken with the most vulnerable groups of young people across the Wakefield District. The vulnerability of these young people is identified into 4 distinct elements of risk taking behaviour, which in many cases are closely interlinked. These are as follows:</p> <p>Young people that are involved, or are</p>	

				<p>at risk from becoming involved in:</p> <ul style="list-style-type: none">Crime and Antisocial BehaviourAlcohol and Substance MisuseTeenage PregnancyYoung People Not in Education, Employment or Training (NEET) <p>A locality based approach to delivering TYS has been adopted in Wakefield. This consists of services being delivered to young people within the communities that they live in using an outreach/satellite model from Youth Development Support Service (YDSS) Area Activity HUB sites. The location of these HUB sites are as follows:</p> <ul style="list-style-type: none">The Base services the North East 5 towns area,Wakefield City Limits services Central Wakefield, Hemsworth HUB which services the south east area. <p>TYS offers Young People referred to the TYS service a tailored package of interventions based on each young persons specific vulnerabilities that are assessed via an individual assessment. The service provider will ensure that each young person engaged in the TYS Programme is offered:</p>	
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			<ul style="list-style-type: none">• A tailored intervention informed by the identified vulnerabilities highlighted as part of their initial assessment. This will be integrated into a holistic package of services to meet their individual needs.• An allocated key worker whom guides young people through their TYS intervention.• Regular 1 to 1 meetings with young people and their families throughout the duration of their intervention• A tailored intervention plan that illustrate each young person's aims and objectives, goals and milestones.• Sessions that are offered at times and locations that meet young people's individual needs.• A structure programme of positive activities. <p>The main TYS provider NACRO is responsible for the co-ordination, development and performance monitoring of the District wide TYS Programme as defined in the Targeted Youth Support Programme Memorandum of Understanding (TYS MOU). All activity is undertaken in accordance with the TYS MOU Programme Specification. Any gaps identified in service delivery NACRO will proactively identify appropriate partnering opportunities with relevant Service Providers from the Public,</p>	
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				<p>Private and 3rd Sector that can add value to the delivery of the TYS programme.</p> <p>NACRO will also undertake relevant capacity building for TYS Service Providers, to develop standards, skills and competencies which will contribute to development of a sustainable model of service for the TYS Programme beyond the period of the TYS MOU.</p> <p>NACRO is required to monitor the performance of the TYS Programme and all of the TYS Programme Service Providers in order to demonstrate impact against the indicators listed</p>	
	1.2 To embed and refine the TYS multi agency panel referral and nomination arrangements into the TYS partnership approach	Andy Simpson, Mark Stead, NACRO	By Jan 2010	<p>Multi agency referral and co-ordination panels are established and in operation in each of the HUB areas.</p> <p>These panels are the “only route/ no wrong route” into TYS for young people that are identified as demonstrating the vulnerabilities associated with TYS</p> <p>Referrals to these panels are being</p>	

				<p>made from ;</p> <ul style="list-style-type: none"> • Police • Parents/ Carers • Schools/ EWO • Substance Misuse support services (Rebound), • Social Services • YDSS/YOT • Anti Social Behaviour Unit • Drs/ CAMHS • Family Intervention Programmes, • Connexions • Self referrals. <p>Young people are either referred with a CAF / Pre CAF assessment (or a recognised assessment framework i.e. ONSET, ASSET).</p> <p>Membership of the locality panels is diverse, and appropriate to each area. They encompass universal, targeted and specialist children and young people's practitioners from within the statutory, voluntary sector, and private sectors.</p> <p>This enables the panels to ensure vulnerable young people receive a personalized package of support, information, advice and guidance, and learning and development opportunities coordinated by a trusted lead professional and delivered by agencies working together.</p>	
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				<p>The processes established are continuously monitored and evaluated to ensure it the model is fit for purpose and provides a seamless service for young people.</p> <p>Between November 2009 and 19th March 2010 A total of 184 young people have been referred into TYS</p> <p>83.7% of these have accessed a TYS intervention</p>	
	1.3 To undertake a District wide information and promotion drive to increase the visibility and profile of TYS programmes and referral mechanisms, specifically within universal services.	Mark Stead, NACRO	By April 2010 Ongoing	<p>There is a continuous process of information sharing and publicity around the TYS programmes and multi agency referral and co-ordination panels and the established referral process within universal services. A TYS launch event will be held in early June 2010 to raise awareness of the TYS and celebrate the successes of partnership working involved and raise awareness of the TYS development plans for the future.</p>	
	1.4 To integrate the TYS programme more closely with the Extended Services agenda within primary and secondary schools.	Andy Simpson, Rebecca Allchin	By July 2010 Ongoing	<p>Work to integrate the TYS programme continues and good progress has been made, in particular around Family Intervention Programmes and looked after Children, Health teams and Specialist Intervention Programmes. The TYS teams consist of multi-agency professionals from across the sectors including Schools, Training Provides, and</p>	

				other Further Education providers. This will ensure a seamless service for young people.	
	1.6 To explore the demand for additional commissioning of Tier 2 treatment services for vulnerable young people across the District.	Andy Simpson, CRI	By August 2010	The demand for additional commissioning of Tier 2 treatment services has been examined as part of the YPSM Needs Assessment and where unmet demand is found it will be included in the process of treatment planning, This will be reviewed later in the year .	
	1.7 To evaluate and develop where necessary the Challenge and Support Project and Arrest Referral Programme.	Mark Stead, Action For Children, Clint Hepworth.	Ongoing	Ongoing	
	1.7 To commission a service provider that can deliver appropriate Sexual Relationship and Teenage Pregnancy Education services to vulnerable young people.	Andy Simpson, NACRO, Suzanne Gahlings	By April 2010	<p>TYS is in the process of procuring services around - Relationships and Sexual Education (RSE) within a Risk and Resilience Curriculum the successful service provider will deliver ; Tailored programmes of Relationships and Sex Education to vulnerable young people as part of a holistic multiagency response to their individual needs. Which will involve:</p> <ul style="list-style-type: none"> • Providing individual evidence based programmes that address social influences especially social norms. • Addressing behavior change skills for example problem solving, decision making, assertiveness and self-control 	

				<ul style="list-style-type: none"> • Providing information and support to access relevant support services • Providing information and support to enable young people to access positive activities <p>The commissioning process is at the PQQ stage and is currently waiting for responses from organisations that have been invited to quote (ITQ) the successful tenders will be identified by the 18th of May with service delivery to start in June.</p>	
	1.8 To facilitate an increase in the number of young people receiving specialist Substance Misuse treatment interventions.	CRI, Andy Simpson, All TYS Partners.	ongoing	<p>Significant progress has been made over the last 18 months in terms of integrating Young Peoples Substance Misuse (YPSM) services into existing TYS services. YPSM services are collocated and delivered alongside statutory TYS services in Area Activity HUBS and Youth offending teams. As a result of this integration and due to enhanced publicity of available services and joint working practices, there has been a significant increase in the numbers of young people referred to, and receiving treatment interventions. This includes an unexpected 50% referral increase in Quarter 3, mainly due to increased public awareness locally and nationally.</p> <p>Total Referrals for 2009/10 was</p>	

				281 The increase in performance has allowed Wakefield to move from a very low starting point to one which is now comparable with regional and statistical neighbours. An ongoing approach to further developing the quality and accessibility of the services will be the focus over the next year.	
	1.9 To develop a proactive approach to the development of training, information and support for substance misuse screening within Children's Services	CRI	Ongoing	Screening and referral training continues to be developed within the TYS team and to our external partners such as GP'S Hospitals etc. Plans are in place to deliver to all PSHE teachers on a rolling programme. Substance misuse information continues to be delivered within schools by YPSM team in partnership with Safer Schools.	
2. Building a clear picture of individual needs, shared by young people and the agencies working with them, using the common assessment framework (CAF).	2.1 To further refine and develop the existing multi agency TYS Referral and Nomination Panel Processes including the under pinning Child Well Being (CAF) processes in line with the actions stated in section 1 of this plan.	All TYS partners	Ongoing	Work is ongoing to ensure continuous developments and improvements of the existing multi- agency TYS Referral and Nomination Panel	
	2.2 To significantly	Andy Simpson,	Ongoing	There is a continuous process of	

	improve the visibility and publicity of the TYS Referral and Nomination Panel across a wide range of universal, targeted and specialist services across the District.	Mark Stead, Stephen Crofts, All TYS Partners.		<p>information sharing and publicity around the TYS programmes and multi agency referral and Co-ordination panels and the established referral process within universal services.</p> <p>A TYS launch event will be held in early June 2010 to raise awareness of the TYS and celebrate the successes of partnership working involved and raise awareness of the TYS development plans for the future.</p>	
	2.3 To gain a clear understanding of the demand for specialist substance misuse treatment interventions among young people across the District by generating robust local data sources	Andy Simpson	Jan 2010	<p>A 2010/11 Needs Assessment Plan has been developed. The purpose of the plan was to;</p> <ul style="list-style-type: none"> • Gather and collate information on the extent and nature of the needs of problematic substance misuse amongst young people in Wakefield, • Review the current available services • Provide estimates of future need • Provide data for comparative analysis. <p>From the assessment a plan has been developed to provide provision that addresses any unmet need identified and determine future priorities for young peoples specialist substance misuse services.</p>	
	2.4 To adopt an	Andy	Ongoing	A time table for a regular update of the	

	ongoing and progressive methodology for refreshing the YPSM Needs Assessment throughout 2009/10 and 10/11.	Simpson		YPSM Needs Assessment is being developed. This will ensure that consideration is given to the changing needs and requirements of young people.	
3. Enabling vulnerable young people to receive early support in universal settings.	3.1 To establish a number of Early Identification pilot TYS programmes aimed specifically vulnerable young people at the primary / secondary transition phase.	All TYS partners	ongoing	Discussions are currently taking place with the partners within TYS around the development of a programme that specifically target this group of young people and will enable us to provide appropriate support services.	
	3.2 To establish a long term risk and resilience model approach to working with vulnerable young people throughout their academic lives.	NACRO, All TYS partners.	Ongoing.	Initial work has begun to commission an appropriate organisation to deliver a " Risk and Resilience Model" This is a joint piece of work between the TYS and Wakefield District PTC	
	3.3 To integrate relevant Targeted work within universal settings, particularly within mainstream education and health service across the District into the TYS programme.	Andy Simpson, Mark Stead, All TYS partners.	Ongoing	ongoing	
	3.4 To continue to embed the TYS programme into YDSS Area Activity HUBS.	Stephen Croft, Area Activity Managers.	Ongoing	All Youth Hubs offer a comprehensive offer of support to the TYS cohort of young people. This group is predominantly made up of the hardest	

				to reach young people living a chaotic lifestyle and whom initially require intensive one to one support to address issues such as anger management etc , before progressing into TYS group provision	
4. Ensuring vulnerable young people receive a personalised package of support, information, advice and guidance, and learning and development opportunities, with support for their parents or carers as appropriate, co-ordinated by a trusted lead professional and delivered by agencies working well together.	4.1 To ensure that the developing TYS Programme offers young people a personalised package of interventions designed to reduce the risk of adverse outcomes from risk taking behaviours.	Andy Simpson, Mark Stead, Stephen Crofts, NACRO, All TYS Partners as necessary.	Jan 10	<p>TYS is in the process of procuring services that ensures it is able to offer young people an ongoing personalised, seamless package of interventions that work towards:</p> <p>Reducing the potential adverse outcomes to young people that are at risk from becoming involved in Crime and Anti - Social Behaviour.</p> <p>Reducing the potential adverse outcomes to young people that are at risk of becoming involved in Alcohol or Substance Misuse.</p> <p>Reducing the potential adverse outcomes to young people that are involved in or at risk of becoming involved in sexual relationships and under 18 conceptions.</p> <p>Reducing the potential adverse outcomes to young people that are not in Education, Employment or Training.</p> <p>The commissioning process is at the</p>	

				<p>PQQ stage and is currently waiting for responses from organizations that have been invited to quote (ITQ) the successful tenders will be identified by the 18th of May with service delivery to start June.</p> <p>The development of a robust monitoring process is nearly complete to ensure all TYS providers continue to deliver adequately against their commissioned specifications</p> <p>This is supplemented by the ongoing work of the YDSS in the Youth Hubs as discussed in 3.4</p>	
	4.2 To embed a 'Think Family' ethos into all commissioning of TYS services.	Andy Simpson, all TYS partners	Ongoing	The family Intervention Programmes (FIP) is an integral part of the TYS. This ensures that the TYS has a "Think Family" ethos and that a holistic package of support is offered to some of the most vulnerable young people and families. Positive outcomes for Children and Young People are being realised as part of these integrated projects.	
	4.3 To evaluate the progress and performance of all Family Intervention Projects to ensure best value and successful integration into the TYS programmes.	Andy Simpson, Mark Stead, Action For Children	January 2011	Regular performance information is reported to the TYS steering group and the referral process is being developed to include the new Child Poverty Family Intervention project	
	4.4 To embed the	Stephen	April 2010	The Family Intervention Projects have	

	governance arrangements around Family Intervention projects into the wider TYS governance arrangements	Crofts		now been integrated into the TYS steering group, which is providing information and opportunities for multi agency development, information sharing and joint working.	
	4.5 To commission, establish and develop the Child Poverty Family Intervention Project and any future Family Intervention Projects across the Wakefield District.	Andy Simpson, Action For Children,	Jan 2010	The Child Poverty Family Intervention Project has been commissioned and is working with a number of families. This project is working with Action for Children to develop close links with referral processes for Anti – Social Behaviour and Youth Crime and FIP's	
	4.6 To ensure that an integrated package of services are delivered to young people alongside substance misuse treatment interventions	NACRO, CRI, All TYS partners	Ongoing	Clear referral processes have been established and are in operation between the substance misuse treatment intervention service provider and TYS. This ensures young people receiving treatment as part of their treatment plan have access to a range of other activities and services provided by TYS.	
5. Strengthening the influence of vulnerable young people, and their families and communities, and their ability to bring about positive change	5.1 To establish a Youth Commissioning Panel within each TYS Hub Area in order to allow young people to inform the strategic direction of the TYS programme.	Andy Simpson, Mark Stead, Stephen Crofts, All TYS partners.	April 2011	Ongoing	

	5.2 To further strengthen the structured processes of involving young people, parents/carers in the design and evaluation of services are in place, in line with the District's IYSS.	All TYS Partners	ongoing	Ongoing	
	5.3 To implement a self assessment/referral and feedback mechanisms that are accessible to young people involved in or who wish to be involved in TYS services.	Stephen Crofts, Andy Simpson, Mark Stead.	Jan 2011.	There is a feedback mechanism established within TYS and information is collated by YDSS and NACRO about the young peoples view and opinions of the services they receive. The information gathered will be taken into consideration when developing future TYS services.	
	5.4 To ensure that all commissioned TYS services have a clear commitment to involving children, young people and families in the design and evaluation of TYS services	Andy Simpson	Ongoing	This is being achieved through the contract management of TYS commissioned services, the Voice and Influence of Young People within the development of the services was a stipulated target in all service specifications	
	5.5 To increase the number of substance misuse treatment interventions which include family involvement	CRI	Jan 10	The Substance Misuse Treatment intervention services have been challenged to improve their family interventions and are responding well, with increased Family interventions recorded in the first quarter return.	

				Work will also be completed to strengthen the joint working between the Substance Misuse Treatment Intervention service and the Family Intervention Programmes	
6. Providing support for vulnerable young people across transitions, for example moving on from school or from the support of one service to another as needs change.	6.1 To establish a number of Early Identification pilots TYS programmes aimed specifically vulnerable young people at the primary / secondary transition phase.	All TYS partners	By Jan 2010	Ongoing	
	6.2 To integrate the TYS programme into the Co-ordinated NEET Response programme in order to ensure successful transition of vulnerable young people into appropriate Education, Employment and Training opportunities.	Andy Simpson, NACRO, Mick Scott, Coordinated NEET Response providers.	By April 2010	Initial discussions have been held between the coordinated NEET response partners and service providers to facilitate effective working processes between the TYS and the EET providers. Monitoring of current service delivery is continuous to ensure that the current commissioned services continue to provide appropriate provision providing positive, sustained EET outcomes for young people.	

	6.3 To support young people through the transition between universal and TYS service provision.	NACRO, All TYS Partners	Ongoing	<p>TYS is in the process of procuring services that can offer young people a personalised ongoing, seamless package of interventions that will reduce the potential adverse outcomes to young people that are not in education, employment or training. In particular around transition.</p> <p>The commissioning process is at the PQQ stage and is currently waiting for responses from organizations that have been invited to quote (ITQ) the successful tenders will be identified by the 18th of May with service delivery to start June.</p> <p>Discussions are in progress around developing a pre- EET provision to provide a stepping stone approach for the hardest to reach young people to progress into EET.</p>	
	6.4 To increase the number of young people that leave YPSM treatment in a planned and successful manner in line with the service specification targets	CRI	Ongoing	<p>Over 75% of young people currently exit treatment in a positive and planned manner. The 2010/11 treatment plan has key actions to sustain and build on this figure</p> <p>they include: Increasing the numbers of young people that are integrated into TYS support programmes upon exit from treatment interventions.</p>	

				<p>Minimising the number of young people that move into adult services.</p> <p>Increasing numbers of young people exited from the service with a multi-agency, integrated support package.</p>	
7. Making services more accessible, attractive and relevant for vulnerable young people.	7.1 To undertake a mapping exercise of universal and targeted youth services that are currently accessible to young people across the District.	YDSS?	April 2010	Ongoing	
	7.2 To continue to produce, distribute and publicise the 'What's On' directory of Youth Services to young people across the District.	YDSS		<p>The "What's On" Magazine continues to be produced and distributed to young people through schools, youth centres libraries etc on a quarterly basis.</p> <p>Information on available activities is updated onto the Family Information Services web page and WAKIES World a young people's services web portal.</p> <p>To ensure information continues to be available to young people in a way that they find accessible a consultation process with young people has been completed the information gathered will inform future the distribution of publicity information</p>	

	7.3 To integrate the 'What's on' directory into the Integrated Youth Web Portal and other online directories including FIS.	YDSS	April 2011	Ongoing	
	7.4 To further embed YPSM into TYS strategic and operational priorities	Andy Simpson, CRI	Ongoing	<p>YPSM is now integrated into the TYS and the Local Authority now demonstrates the overall strategic development of YPSM services in the context of the wider development of the TYS. And has committed a significant investment into the expansion of the TYS services in 2010/11.</p> <p>This expansion will act as the mechanism for addressing young people's needs for high quality treatment interventions with regard to YPSM</p>	
	7.5 To adopt highly robust contract management of commissioned services with regard to YPSM. In particular to contract manage the performance of the Young People's Specialist Substance Misuse Service	Andy Simpson, Family Service Contracts Team.	Ongoing	<p>A robust ongoing schedule of contract management has been agreed which scrutinise on a regular basis commissioned services and ensure that outcomes are achieved. And identify any areas that are not achieving to profile. Action plans for these areas will be established and closely monitored through quarterly contract reviews.</p>	

				<p>Performance management will also require commissioned services to produce annual / end of project reports detailing the qualitative and qualitative work that has been achieved and the ongoing impact, this will be evidenced through the use of case studies, and outcomes from evaluations.</p>	
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Partnership name

Wakefield

Part 2

Young people's specialist substance misuse treatment plan

2010/11

Planning grids

5. Planning grid 1: Commissioning and system management

Identification of key priorities following needs assessment relating to commissioning and system management:

- The integration of YPSM treatment interventions into the development of the Targeted Youth Support Programme across the Wakefield District.
- To adopt an early identification, prevention and training approach with YPSM commissioning.
- To robustly monitor, evaluate and review all commissioned YPSM services across the Wakefield District.
- To adopt a proactive and ongoing approach to Needs Assessment and Treatment Planning.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1

To continue the integrated approach of YPSM services within the developing Targeted Youth Support Programme.

Delivery Plan:

Actions and milestones	By when	By whom
To include within the specification for any existing or future TYS services the requirement for 100% screening of young people for Alcohol and Substance Misuse.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider
To ensure that the referral mechanism into YPSM Treatment Services within the TYS programme is robust.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider, TYS Practice Manager.
To ensure that the numbers of young people accessing treatment interventions is reflective of the demand indicated in the Needs Assessment and are proportionate in terms of the numbers of young people accessing TYS Services.	Ongoing	IYSS Programme Manager, YPSM Service Provider

Objective 2
To increase the capacity for early identification, prevention and training work to be undertaken across the District with regard to YPSM.

Delivery Plan:

Actions and milestones	By when	By whom
To embed the work of the newly commissioned Early Identification and Prevention officers in key areas across the district including LAC, Education and Health.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider.
To commission where necessary increased capacity to undertake tier 2 early identification, prevention and training work across the district.	Ongoing	TYS Strategic Group, IYSS Programme Manager.
To include the requirement for information, advice and guidance to be delivered to at least 80% of all young people that access TYS services.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider.

Objective 3
To maintain an ongoing and robust mechanism for Needs Assessment and Treatment Planning.

Delivery Plan:

Actions and milestones	By when	By whom
To establish a timetable for the ongoing refreshment of the YPSM Needs Assessment and Treatment Plan throughout 2010/11	Ongoing	TYS Strategic Group, IYSS Programme Manager.

Objective 4

To continue to undertake a robust approach to the contract management and performance of all commissioned YPSM services.

Delivery Plan:

Actions and milestones	By when	By whom
To continue the robust approach to quarterly contract management of all YPSM services throughout 2010/11 addressing issue of performance against commissioned service specifications.	Ongoing on a quarterly basis	TYS Strategic Group, IYSS Programme Manager.
To quality assure the delivery of psycho-social, pharmacological, specialist harm reduction, family, and residential interventions undertaken by YPSM service providers throughout 2010/11.	Ongoing on a quarterly basis	TYS Strategic Group, IYSS Programme Manager.

Objective 5

To embed the joint working relationships between young people's and adult commissioners and service providers.

Delivery Plan:

Actions and milestones	By when	By whom
To continue to develop joint collaborative working practices between Young People's and Adults Substance Misuse Commissioners and service providers.	Ongoing	IYSS Programme Manager, Adult SM Commissioners.

Expected outcomes:

Improved integrated working processes between YPSM Services and TYS Services.

The delivery of high quality treatment YPSM interventions

A significant increase in the numbers of young people screened for Alcohol and Substance Misuse

An increase in the numbers of young people accessing treatment interventions at tier 2 & 3 in comparison with 2009/10.

Improved Holistic outcomes for Young People with multiple vulnerabilities.

Well utilised care pathways into clinical treatment services

6. Planning grid 2: Access to treatment

Identification of key priorities following needs assessment relating to access and engagement with young people's specialist substance misuse treatment services:

- To improve YPSM interventions to include the support of family members for young people in treatment
- To improve the access to YPSM interventions from looked after children, education and health settings across the district.
- To increase the number of young people receiving tier 2 & 3 treatment interventions in line with local demand.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1
To continue to increase the numbers of Young People who receive high quality Alcohol and Substance Misuse treatment interventions at both Tier 2 & 3.

Delivery Plan:

Actions and milestones	By when	By whom
To continue to develop a range of dedicated referral routes into the YPSM service from a range of different referral sources, particularly those from Children and Young People's Services.	Ongoing	YPSM Service provider
All young people referred to the service requiring a comprehensive assessment are to have received this assessment within 5 working days of referral and that all young people referred to the service are to have commenced a treatment intervention within 10 days of receiving a comprehensive assessment.	Ongoing	YPSM Service provider
To ensure that 90% of young people requiring specialist substance misuse treatment can be catered for by the YPSM Service Provider.	Ongoing	YPSM Service provider
To ensure that the range of treatment services provided by the YPSM Service Provider includes Pharmacological, Psychosocial, Family, Specialist Harm Reduction and Residential interventions.	Ongoing	YPSM Service provider

Objective 2

To continue to develop a flexible and progressive approach to pathway planning for appropriate young people to access clinical services.

Delivery Plan:

Actions and milestones	By when	By whom
To ensure that the YPSM Treatment Service further embeds the practice of care planned interventions for alcohol and cannabis misuse and that these care plans are reflective of the care pathways into commissioned clinical services.	Sept 2010	YPSM Clinical Treatment Provider and YPSM Service provider
To challenge the Clinical Provider to continue to establish dedicated treatment Pathways from the YPSM Treatment Service.	Sept 2010	YPSM Clinical Treatment Provider and YPSM Service provider

Objective 3

To develop the skills and competency of professionals within Children, Young People and Family services with regard to screening and identification of YPSM.

Delivery Plan:

Actions and milestones	By when	By whom
To develop a plan for the co-ordinated roll out of YPSM screening and early identification training to professionals in children and young people services across the District.	May 2010	YPSM Service Provider
To roll out the YPSM screening and early identification training to professionals across the district in line with the plan developed above.	ongoing	YPSM Service Provider

Expected outcomes:

To increase the numbers of young people receiving high quality substance misuse treatment interventions in line with demand presented in the YPSM Needs Assessment.

An increase in the overall number of referrals to the YPSM Service Provider.

A district wide approach to early identification and prevention of YPSM.

Improved access for young people that require clinical treatment interventions.

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9. Planning grid 3: Treatment System Delivery

Identification of key priorities following needs assessment relating delivery of young people's specialist substance misuse treatment services:

- To increase the number and quality of dedicated care pathways from the YPSM Treatment Service to the YPSM Clinical Provider.
- To increase the number of specialist alcohol and cannabis treatment interventions by 20% compared with 2009/10
- To improve the quality of data inputted into the NDTMS system to better reflect young people's journey through treatment.
- To increase the number of YPSM interventions that include the support of the clients family.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1

Improved care pathways into clinical treatment.

Delivery Plan:

Actions and milestones	By when	By whom
To increase the number of dedicated care pathways for young people that require clinical treatment interventions.	Sept 2010	YPSM Clinical Treatment Provider.

To increase the number of generic health assessments undertaken as part of pathway planning into clinical interventions.	Sept 2010	YPSM Clinical Treatment Provider.
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Objective 2
To increase the number of young people who receive a specialist intervention in response to alcohol and cannabis misuse.

Delivery Plan:

Actions and milestones	By when	By whom
20% more young people to receive care planned specialist treatment for alcohol and cannabis misuse.	March 2011	YPSM Service Provider and YPSM Clinical Treatment Provider.
All YPSM treatment interventions are to reflect the full range of appropriate intervention modalities as defined in Essential Elements	Ongoing	YPSM Service Provider and YPSM Clinical Treatment Provider.

Objective 3
To improve the quality of NDTMS reporting.

Delivery Plan:

Actions and milestones	By when	By whom
For all YPSM Service Provider staff to undertake relevant training with regard to NDTMS data input and recording.	June 2010	YPSM Service Provider
To improve TOP's reporting compliance in line with NTA requirements	April 2010	YPSM Service Provider.

Objective 3
 More families involved in treatment interventions.

Delivery Plan:

Actions and milestones	By when	By whom
For YPSM treatment staff to undergo training in order improve their competency in involving family members into YPSM treatment interventions.	June 2010	YPSM Service Provider
To increase the number of interventions that are supported by families by 30% compared with 2009/10	March 2011	YPSM Service Provider
Better integrated working between a wide range of Family Services and YPSM treatment services including Family Intervention Projects.	Ongoing	YPSM Service Provider And Action for Children.

Expected outcomes:
 Better access for young people into specialist clinical interventions.
 Improved care planning and specialist treatment of young people that require alcohol and cannabis interventions.
 Improved reporting to NDTMS on all aspects of young people's treatment journey.
 Improved TOP's compliance
 More successful treatment interventions with fewer repeat presentation of young people where the family were involved in the intervention.

10. Planning grid 4: Leaving specialist treatment

Identification of key priorities following needs assessment relating to young people leaving specialist substance misuse treatment services:

- To increase the numbers of young people that exit treatment in a planned and successful manner with an integrated package of support services.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1

To ensure that young people continue to be exited from treatment in a planned and successful manner.

Delivery Plan:

Actions and milestones	By when	By whom
At least 65% of young people are to be exited from the service in an agreed and planned way	Ongoing	YPSMS
To monitor and evaluate the performance of the YPSM Service Provider with regard to the number of young people exited from the service in a planned and successful way.	Ongoing	YPSM commissioners , TYS Strategic Group.

Objective 2

To increase the numbers of young people that are integrated into TYS support programmes upon exit from treatment interventions.

Delivery Plan:

Actions and milestones	By when	By whom
To monitor and evaluate the numbers of young people exited from the service with integrated support packages linked to TYS.	Ongoing	YPSM commissioners , TYS Strategic Group.

Objective 3
To minimise the number of young people that move into adult treatment services.

Delivery Plan:

Actions and milestones	By when	By whom
To monitor the number of transitions between and young people's and adult treatment services.	Ongoing	YPSM commissioners , TYS Strategic Group.
To ensure that young people under the age of 18 are catered for with the YPSM Service.	Ongoing	YPSM Service Provider

Expected outcomes:
Increased numbers of you people exited from the YPSM Service in a planned and successful manner.
Increased numbers of young people exited from the service with a multi-agency, integrated support package.

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Planning grids

11. Planning grid 1: Commissioning and system management

Identification of key priorities following needs assessment relating to commissioning and system management:

- The integration of YPSM treatment interventions into the development of the Targeted Youth Support Programme across the Wakefield District.
- To adopt an early identification, prevention and training approach with YPSM commissioning.
- To robustly monitor, evaluate and review all commissioned YPSM services across the Wakefield District.
- To adopt a proactive and ongoing approach to Needs Assessment and Treatment Planning.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1

To continue the integrated approach of YPSM services within the developing Targeted Youth Support Programme.

Delivery Plan:

Actions and milestones	By when	By whom
To include within the specification for any existing or future TYS services the requirement for 100% screening of young people for Alcohol and Substance Misuse.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider
To ensure that the referral mechanism into YPSM Treatment Services within the TYS programme is robust.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider, TYS Practice Manager.
To ensure that the numbers of young people accessing treatment interventions is reflective of the demand indicated in the Needs Assessment and are proportionate in terms of the numbers of young people accessing TYS Services.	Ongoing	IYSS Programme Manager, YPSM Service Provider

Objective 2
 To increase the capacity for early identification, prevention and training work to be undertaken across the District with regard to YPSM.

Delivery Plan:

Actions and milestones	By when	By whom
To embed the work of the newly commissioned Early Identification and Prevention officers in key areas across the district including LAC, Education and Health.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider.
To commission where necessary increased capacity to undertake tier 2 early identification, prevention and training work across the district.	Ongoing	TYS Strategic Group, IYSS Programme Manager.
To include the requirement for information, advice and guidance to be delivered to at least 80% of all young people that access TYS services.	Ongoing	TYS Strategic Group, IYSS Programme Manager, YPSM Service Provider.

Objective 3
 To maintain an ongoing and robust mechanism for Needs Assessment and Treatment Planning.

Delivery Plan:

Actions and milestones	By when	By whom
To establish a timetable for the ongoing refreshment of the YPSM Needs Assessment and Treatment Plan throughout 2010/11	Ongoing	TYS Strategic Group, IYSS Programme Manager.

Objective 4

To continue to undertake a robust approach to the contract management and performance of all commissioned YPSM services.

Delivery Plan:

Actions and milestones	By when	By whom
To continue the robust approach to quarterly contract management of all YPSM services throughout 2010/11 addressing issue of performance against commissioned service specifications.	Ongoing on a quarterly basis	TYS Strategic Group, IYSS Programme Manager.
To quality assure the delivery of psycho-social, pharmacological, specialist harm reduction, family, and residential interventions undertaken by YPSM service providers throughout 2010/11.	Ongoing on a quarterly basis	TYS Strategic Group, IYSS Programme Manager.

Objective 5

To embed the joint working relationships between young people's and adult commissioners and service providers.

Delivery Plan:

Actions and milestones	By when	By whom
To continue to develop joint collaborative working practices between Young People's and Adults Substance Misuse Commissioners and service providers.	Ongoing	IYSS Programme Manager, Adult SM Commissioners.

Expected outcomes:

Improved integrated working processes between YPSM Services and TYS Services.

The delivery of high quality treatment YPSM interventions

A significant increase in the numbers of young people screened for Alcohol and Substance Misuse

An increase in the numbers of young people accessing treatment interventions at tier 2 & 3 in comparison with 2009/10.

Improved Holistic outcomes for Young People with multiple vulnerabilities.

Well utilised care pathways into clinical treatment services

12. Planning grid 2: Access to treatment

Identification of key priorities following needs assessment relating to access and engagement with young people's specialist substance misuse treatment services:

- To improve YPSM interventions to include the support of family members for young people in treatment
- To improve the access to YPSM interventions from looked after children, education and health settings across the district.
- To increase the number of young people receiving tier 2 & 3 treatment interventions in line with local demand.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1

To continue to increase the numbers of Young People who receive high quality Alcohol and Substance Misuse treatment interventions at both Tier 2 & 3.

Delivery Plan:

Actions and milestones	By when	By whom
To continue to develop a range of dedicated referral routes into the YPSM service from a range of different referral sources, particularly those from Children and Young People's Services.	Ongoing	YPSM Service provider
All young people referred to the service requiring a comprehensive assessment are to have received this assessment within 5 working days of referral and that all young people referred to the service are to have commenced a treatment intervention within 10 days of receiving a comprehensive assessment.	Ongoing	YPSM Service provider
To ensure that 90% of young people requiring specialist substance misuse treatment can be catered for by the YPSM Service Provider.	Ongoing	YPSM Service provider
To ensure that the range of treatment services provided by the YPSM Service Provider includes Pharmacological, Psychosocial, Family, Specialist Harm Reduction and Residential interventions.	Ongoing	YPSM Service provider

Objective 2

To continue to develop a flexible and progressive approach to pathway planning for appropriate young people to access clinical services.

Delivery Plan:

Actions and milestones	By when	By whom
To ensure that the YPSM Treatment Service further embeds the practice of care planned interventions for alcohol and cannabis misuse and that these care plans are reflective of the care pathways into commissioned clinical services.	Sept 2010	YPSM Clinical Treatment Provider and YPSM Service provider
To challenge the Clinical Provider to continue to establish dedicated treatment Pathways from the YPSM Treatment Service.	Sept 2010	YPSM Clinical Treatment Provider and YPSM Service provider

Objective 3

To develop the skills and competency of professionals within Children, Young People and Family services with regard to screening and identification of YPSM.

Delivery Plan:

Actions and milestones	By when	By whom
To develop a plan for the co-ordinated roll out of YPSM screening and early identification training to professionals in children and young people services across the District.	May 2010	YPSM Service Provider
To roll out the YPSM screening and early identification training to professionals across the district in line with the plan developed above.	ongoing	YPSM Service Provider

Expected outcomes:

To increase the numbers of young people receiving high quality substance misuse treatment interventions in line with demand presented in the YPSM Needs Assessment.

An increase in the overall number of referrals to the YPSM Service Provider.

A district wide approach to early identification and prevention of YPSM.

Improved access for young people that require clinical treatment interventions.

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15. **Planning grid 3: Treatment System Delivery**

Identification of key priorities following needs assessment relating delivery of young people's specialist substance misuse treatment services:

- To increase the number and quality of dedicated care pathways from the YPSM Treatment Service to the YPSM Clinical Provider.
- To increase the number of specialist alcohol and cannabis treatment interventions by 20% compared with 2009/10
- To improve the quality of data inputted into the NDTMS system to better reflect young people's journey through treatment.
- To increase the number of YPSM interventions that include the support of the clients family.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1

Improved care pathways into clinical treatment.

Delivery Plan:

Actions and milestones	By when	By whom
To increase the number of dedicated care pathways for young people that require clinical treatment interventions.	Sept 2010	YPSM Clinical Treatment Provider.

To increase the number of generic health assessments undertaken as part of pathway planning into clinical interventions.	Sept 2010	YPSM Clinical Treatment Provider.
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Objective 2
To increase the number of young people who receive a specialist intervention in response to alcohol and cannabis misuse.

Delivery Plan:

Actions and milestones	By when	By whom
20% more young people to receive care planned specialist treatment for alcohol and cannabis misuse.	March 2011	YPSM Service Provider and YPSM Clinical Treatment Provider.
All YPSM treatment interventions are to reflect the full range of appropriate intervention modalities as defined in Essential Elements	Ongoing	YPSM Service Provider and YPSM Clinical Treatment Provider.

Objective 3
To improve the quality of NDTMS reporting.

Delivery Plan:

Actions and milestones	By when	By whom
For all YPSM Service Provider staff to undertake relevant training with regard to NDTMS data input and recording.	June 2010	YPSM Service Provider
To improve TOP's reporting compliance in line with NTA requirements	June 2010	YPSM Service Provider.

Objective 3

More families involved in treatment interventions.

Delivery Plan:

Actions and milestones	By when	By whom
For YPSM treatment staff to undergo training in order improve their competency in involving family members into YPSM treatment interventions.	June 2010	YPSM Service Provider
To increase the number of interventions that are supported by families by 30% compared with 2009/10	March 2011	YPSM Service Provider
Better integrated working between a wide range of Family Services and YPSM treatment services including Family Intervention Projects.	Ongoing	YPSM Service Provider And Action for Children.

Expected outcomes:

Better access for young people into specialist clinical interventions.

Improved care planning and specialist treatment of young people that require alcohol and cannabis interventions.

Improved reporting to NDTMS on all aspects of young people's treatment journey.

Improved TOP's compliance

More successful treatment interventions with fewer repeat presentation of young people where the family were involved in the intervention.

16. Planning grid 4: Leaving specialist treatment

Identification of key priorities following needs assessment relating to young people leaving specialist substance misuse treatment services:

- To increase the numbers of young people that exit treatment in a planned and successful manner with an integrated package of support services.

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1
To ensure that young people continue to be exited from treatment in a planned and successful manner.

Delivery Plan:

Actions and milestones	By when	By whom
At least 65% of young people are to be exited from the service in an agreed and planned way	Ongoing	YPSMS
To monitor and evaluate the performance of the YPSM Service Provider with regard to the number of young people exited from the service in a planned and successful way.	Ongoing	YPSM commissioners, TYS Strategic Group.

Objective 2
To increase the numbers of young people that are integrated into TYS support programmes upon exit from treatment interventions.

Delivery Plan:

Actions and milestones	By when	By whom
To monitor and evaluate the numbers of young people exited from the service with integrated support packages linked to TYS.	Ongoing	YPSM commissioners, TYS Strategic Group.

Objective 3
To minimise the number of young people that move into adult treatment services.

Delivery Plan:

Actions and milestones	By when	By whom
To monitor the number of transitions between and young people's and adult treatment services.	Ongoing	YPSM commissioners, TYS Strategic Group.
To ensure that young people under the age of 18 are catered for with the YPSM Service.	Ongoing	YPSM Service Provider

Expected outcomes:
Increased numbers of you people exited from the YPSM Service in a planned and successful manner.
Increased numbers of young people exited from the service with a multi-agency, integrated support package.