

TRAFFORD COUNCIL

Report to: Executive
Date: 26th November 2018
Report for: Information
Report of: Executive Member for Children's Services

Report Title

Trafford Integrated Youth Service (TIYO) Proposal Part 1

Summary

This is a proposal to integrate Council run youth provision in Trafford to provide more effective services for young people to improve outcomes. It proposes the creation of a single service that avoids duplication, creates a joined up offer across the spectrum of universal to targeted youth provision and maximises efficiency.

Trafford Council is currently involved in the delivery or support of three key youth services;

- Trafford Youth Offending Service (YOS) works with some of Trafford's most vulnerable young people who are at risk of, or who have, offended.
- A comprehensive Targeted Youth Offer for young people aged 11-19 years. The offer is accessed at the Talk Shop and services include Sexual Health, Children's Sexual Exploitation, Missing from Home/Care, Connexions, and support for pregnant teenagers and young parents; with a number of externally funded services complementing these.
- Trafford's universal youth work offer is currently delivered through a commissioned offer organised by Trafford Youth Trust which is mainly funded by the Council. In 2018 a decision was made to disestablish the Trust.

A revised management that brings these services together with a single youth service offer across the whole spectrum will deliver greater choice to our young people in an integrated and accessible manner. There will also be new roles added to deliver the detached/outreach element of the new service. The current working title of the new service is Trafford Integrated Youth Offer (TIYO).

The new offer will recognise the value of voluntary and community services (VCS) working alongside Council services.

The new offer recognises that often the issues faced by young people are complex and each issue cannot be resolved in isolation so it will provide a range of services proportionate to the needs of individual.

This includes

- a universal offer; young people will be able to access support, advice and aspects of the offer without demonstrating an assessed need, this will be delivered by the new detached/outreach staff;
- a targeted early help offer that works with young people with identified vulnerabilities and those at risk of specific disadvantages, including teenage parenthood, criminal activity, low educational attainment, poor emotional health, substance misuse and social exclusion;
- a specialist offer which will ensure that Trafford Council meets its statutory requirements working with more complex adolescents such as those involved in crime and will meet the statutory requirement of the Youth Offending Service.

The proposed new model will go through a consultation process with relevant staff and young people to help shape the final structure and approach.

Recommendation(s)

That the Executive notes the proposal detailed in the report.

Contact person for access to background papers and further information:

Name: Cathy Rooney
Extension: 5167

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	This proposal relates to supporting our vulnerable young people and improving their life chances.
Relationship to GM Policy or Strategy Framework	No direct implications
Financial	The revised structure costs will remain within the existing funding envelope.
Legal Implications:	No direct implications
Equality/Diversity Implications	The proposal creates opportunities for us to support more young people at an early stage to prevent issues or crises arising.
Sustainability Implications	No direct implications
Resource Implications e.g. Staffing / ICT / Assets	The proposal does require a staff consultation to be conducted as part of the design and implementation process.
Risk Management Implications	No direct implications
Health & Wellbeing Implications	This proposal relates to supporting our vulnerable young people and improving their life chances.
Health and Safety Implications	No direct implications

Background

TRAFFORD INTEGRATED YOUTH OFFER (TIYO) .

1. Current shape of youth services:

- 1.1 Trafford Council is currently involved in the delivery or support of three key youth services; Trafford Youth Offending Service (YOS) which is a statutory provision, the targeted youth offer (known as Talkshop) and the Council has also financially supported Trafford Youth Trust (TYT) to commission universal youth provision.
- 1.2 The Trafford Youth Offending Service (YOS) works with some of Trafford's most vulnerable young people who are at risk of, or who have offended. Over the last few years, in order to work within budget (mainly provided by the Youth Justice Board) YOS has removed a large part of its prevention service leaving a mainly statutory provision based service. Further to this, due largely to the effective implementation of restorative practices upheld by the YOS, actual caseloads have fallen in recent years, meaning less young people depend on its statutory services. The service is currently located within Sale Waterside and Sale Police Station but there are advanced plans to co-locate the service with Talkshop.
- 1.3 Trafford Council currently provides a comprehensive Targeted Youth Offer for young people aged 11-19 years. The offer is accessed at the Talkshop based at Waterside in Sale but is a Borough wide service. Services delivered here include Sexual Health, Children's Sexual Exploitation specialist intervention, Missing from Home/Care services, Connexions, and support for pregnant teenagers and young parents; with a number of externally funded services complementing these.
- 1.4 Whilst both YOS and Talkshop work together, they are separate entities with separate management structures.
- 1.5 Trafford's universal youth work offer has been delivered through a commissioned offer organised by Trafford Youth Trust which is mainly funded by the Council. In 2018 a decision was made to disestablish the Trust.
- 1.6 A revised management structure that brings these services together with a single youth service offer across the whole spectrum will deliver greater choice to our young people in an integrated and accessible manner. As well as a single management structure there will also be new roles added to the service to deliver the detached/outreach element of the service. The current working title of the new service is Trafford Integrated Youth Offer (TIYO).

2. The Proposed new model (Trafford Integrated Youth Offer)

- 2.1 It is proposed that a joined up delivery approach be created to cover all the functions currently delivered through YOS, Talkshop and TYT. The current working title of this model is Trafford Integrated Youth Offer (TIYO).
- 2.2 TIYO will deliver greater choice to our young people, in an integrated and accessible manner. The new offer recognises that often the issues faced by young people are complex and each issue cannot be resolved in isolation. A TIYO model will combine the offers from the Talkshop and the Youth Offending Service (YOS) and utilise the

resources formally allocated to the Youth Trust to ensure our offer meets the needs of Traffords Young People.

- 2.3 The development of a Trafford Integrated Youth Offer (TIYO) would provide a coordinated service to all young people according to their needs ranging from; support to access universal services; prevention and early help; and specialist interventions.
- 2.4 The professionals within the offer will work directly with young people, ensuring their voices are heard and understood by the adults in their lives. Where appropriate, professionals will assess need, and develop early help and specialist support plans that involve family members and other significant people, to ensure that the progress made can be sustained by their wider support network.
- 2.5 The new offer will recognise the value of voluntary and community services (VCS) working alongside Council services. The VCS can successfully engage young people, offer a different type of service and is responsive to emerging needs. Trafford Council will work with the VCS to deliver a successful TIYO offer.
- 2.6 The new offer will provide a range of services proportionate to the needs of individual. This includes include a universal offer; young people will be able to access support, advice and aspects of the offer without demonstrating an assessed need; a targeted early help offer that will work with young people with identified vulnerabilities and those at risk of specific disadvantages, including teenage parenthood, criminal activity, low educational attainment, poor emotional health, substance misuse and social exclusion; and a specialist offer which will ensure that Trafford Council and its partners meet their statutory requirements working with more complex adolescents. Where new service isn't able to directly provide the early help support required by the client, additional support via the existing Early Help Hubs in Stretford and Partington will be signposted to. We will also work in partnership with other agencies such as Healthy Young Minds and other providers.

3. 10 Delivery Principles

- 3.1 Ten TIYO principles to guide the creation of the new servcie have been developed from a detailed needs assessment, evidence of best practice and current performance intelligence.

Principle 1: Young Person Centred

Young people are at the heart of TIYO. We will take time to listen to young people and have conversations that are respectful of differences and celebrate diversity. TIYO will support young people to identify and work towards their aspirations, whilst actively seeking to identify and remove barriers. The offer will connect with existing youth participation such as the Children in Care Council, Youth Cabinet and Children's Rights Officers.

Principle 2: Accessible

TIYO will be accessible to all young people resident in Trafford or are registered with a Trafford GP. Young people who attend Trafford schools but do not live in the borough will be supported to access support closer to home. The offer will be accessible in terms of when and where services are delivered. Young people will be consulted about access and opening hours, including evening and weekend access. In addition to the centrally based building in Sale, TIYO will be delivered on

an outreach basis, using community assets based in neighbourhood areas. To increase accessibility the service will also consider the use of digital solutions and social media platforms.

Principle 3: Inclusive

The offer will promote engagement with young people across all the groups that represent Trafford's young people.

Principle 4: A Place Based Offer

The delivery of TIYO will reflect the evidence of need and inequalities across the borough and within localities. A place based approach to delivery is essential and will support improved access, early help and strengthened relationships with local assets and services, including schools and the VCS. A place based offer also supports improved working with Family Support Teams, Early Help, Placed Based Pilot and GMP.

Principle 5: An Integrated Offer

TIYO will reflect the complexities and interdependencies which affect young people's lives. Key delivery partners are:

- i. **Education:** This is a fundamental setting for the offer. The offer will be restorative, with interventions delivered in or near to the school, (if the young people feel this is acceptable). At a targeted and specialist level, there will be a strong link between TIYO and education staff, referrals and feedback to education settings will be essential to improve outcomes. Young people at risk of exclusion will be referred to the targeted offer.
- ii. **School Nursing Service:** There will be interdependencies and duplication between the TIYO and School Nursing Service and therefore these services will have to work closely to ensure the most effective offer for young people. The School Nursing Service will be well placed to promote and or refer young people into the service. The TIYO will work with the School Nursing Service when young people are de-escalated from the specialist and early help offers.
- iii. **Wider Early Help Services:** Although TIYO will focus on young people aged 11-19 years, there will be an early help focus on the families and parents of the young people accessing the targeted offer.
- iv. **Multi-agency and working in partnership with other providers:** There are a number of specific young people's services/offers that currently deliver in Trafford. Commissioners will play a key role in ensuring the wider support services are signed up to the principles and work in partnership as part of TIYO. The new service will also work closely with other key partners such as Healthy Young Minds, Children's Rights etc.

Principle 6: Universal Proportionality (3 Tiers of support)

The offer will be proportional to need, and scaled and intensified proportionate to the degree of need.

- i. The Universal Offer:
TIYO will include a universal offer; young people will be able to access support, advice and aspects of the offer without demonstrating an assessed need. This prevention focusses will support improved outcomes for young people. Due to the volume of young people seeking this support, the universal

offer will link in with individual and community assets to assist in the step down transition.

ii. The Targeted Offer :

There will be a targeted, early help offer that will work with young people with identified vulnerabilities and those at risk of specific disadvantages, including teenage parenthood, criminal activity, low educational attainment, poor emotional health, substance misuse and social exclusion. If the new service isn't able to directly provide the early help support required by the client, additional support via the Early Help Hubs will be signposted. Early help will include one-to-one support using strengths-based tools and techniques to help the young person make positive lifestyle choices and to assess their progress.

An early help assessment will indicate the level of coordinated support required. Support will be asset based and enable young people to improve their skills, including coaching and mentoring. Mental wellbeing and resilience will be a core element of the offer. Early help requires a range of agencies working together, this may include; the VCS; health partners; housing providers; mental health and substance misuse services; education; police; and probation services.

The offer at this level will be time limited (to be determined at the point of assessment and review) and a mix of one to one and group work.

iii. Specialist Offer:

The specialist offer will ensure that Trafford Council and its partners meet their statutory requirements. For example, YOS to deliver the National Minimum Standards in line with the service's inspection regime, and Talkshop to deliver key statutory requirements such as the Missing interviews and CIAG.

This offer will include services for young people who have offended or are involved with criminal activity, young people who are looked after or involved with children's social care and young people who have been identified as having vulnerabilities and therefore are at risk of exploitation.

The specialist offer will provide intensive and specialist support, often working within the boundaries of statutory intervention. Work at this level will be intensive and take place over a longer period of time by staff that have the experience and expertise to support and deescalate, when appropriate.

Principle 7: Step Up/ Step Down Process

TIYO will provide an appropriate level of support depending on need. The offer will also ensure robust policy to support step up, (escalation of need) and step down (de-escalation of need) processes. The TIYO recognises that adolescence is a complex period and events and changes can impact considerably on a young person's resilience.

Principle 8: Effective Case Management

Activity will be measured in a way that provides evidence of demand, need and effective delivery.

The targeted and specialist offer will be outcomes based, with measurable outcomes set during the assessment phase. These outcomes will be evidenced before the young person is de-escalated or escalated.

Following assessment and planning the young person will receive support from the most appropriate case worker, which may be any professional within TIYO including partner agencies. All cases above universal will follow a process of assessment, action planning/goal setting, delivery of support and review of progress.

Principle 9: A Skilled and Supported Workforce

The TIYO workforce will be representative of Trafford's 11-19 years population as described by the needs assessment, this will include ensuring we reflect the cultural and other diversity features of Trafford. It will be a mix of permanent staff, fixed term posts; part-time posts; paid sessional workers; apprentices; student placements; volunteers and young leaders. The approach to workforce development will follow the commitment to restorative practice and embed the voice of the young person.

Principle 10: Service Development; Performance Management and Quality Assurance

Commissioners and services manager will use high quality performance management and quality assurance arrangements to ensure that the offer is; meeting need, an effective use of resources and delivering high quality outcomes. The performance data will include a set of young people led measures.

Performance evidence will be reported regularly to the appropriate Board to ensure governance and scrutiny of the offer.

4. Consultation

The Council will commence a Staff Consultation exercise with relevant staff as detailed in the report (Part 2).

Young people will also be consulted on the proposal to help shape the final structure and approach.

The results of the Staff and young people Consultation exercise will be presented to the Executive, together with the final TIYO proposal, for approval.

Other Options

See details contained in Part Two of the report.

Consultation

See above and details contained in Part Two of the Report

Reasons for Recommendation

To note the necessary activities to be undertaken in order for the development and design of an integrated youth service in Trafford to provide more effective and efficient services for young people to improve outcomes.

Key Decision No

If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance PD

Legal Officer Clearance DS

[CORPORATE] DIRECTOR'S SIGNATURE

A handwritten signature in black ink, appearing to be 'James', written in a cursive style. The signature is long and horizontal, with a prominent flourish at the end.

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.