

Report Title: **Connexions services from April 2008**

Report of: **The Director of Children and Young People's Service**

Wards(s) affected: **All**

1. Purpose

- 1.1 To seek CAB support for the proposals on the future direction of Connexions Services from April 2008 in Haringey.

2. Introduction by the Executive Member for the Children and Young People's Service (if required)

3. Executive Summary

- 3.1 Connexions services are currently delivered by the Connexions North London Partnership which from April 2008 will become the responsibility of the Local Authority. The value of Connexions work in 2007-08 is £2,456,104 which is determined through a national funding formula. The level of grant from 2008 is not yet known but assuming it is at a similar level to previous years it will be in the region of £2 million, excluding around £0.45 million for PAYP which transferred to the Local Area Agreement in April 2007.
- 3.2 Connexions services provide all young people in Haringey aged 13-19 and up to 25 for those with special educational needs, information, advice and guidance around education, employment and training (careers advice and guidance). The service is currently delivered through a sub contract with Prospects Services Limited and through Connexions centrally employed staff including Personal Advisers. This is a detailed report which gives the process that has been followed in developing the proposal and the implications of the recommendations.
- 3.3 The proposal is that from April 2008 Connexions Services will be delivered in a different way. The proposal builds on the 14-19 developments, the work of the Children's Networks, and will contribute to achieving the targets in the Local Area Agreement, for example around young people who are NEET. The proposal is subject to a procurement process but Appendix 3 gives a useful summary of how services could be delivered under this proposal.

4. Recommendations

- 4.1 To commission the schools (secondary and special), the sixth form centre, further education providers (Conel) and the youth service to deliver universal services of information, advice and guidance to all young people aged 13-19, and up to 25 for those with special or additional needs who are registered at the school/ centre/ college/service against a contract specification.

- 4.2 To review the current 'drop in' facilities for young people through Connexions eg multi agency centre in Wood Green library, Connexions, Tottenham High Road, with a view to enhancing facilities and considering what synergy there is with existing Council Services in the area.
- 4.3 To provide a focused central team of Personal Advisers who are allocated to work in Children's Networks to deliver outreach services, for example to young people who are educated other than at school aged 13-19 years, and NEET aged 16-18 years, where appropriate working through host organisations such as CAMHS and YOT.
- 4.4 To establish a central team to provide an overview of Connexions services and in particular to:
- ensure that young people are active in developing and improving service provision;
 - quality assure information, advice and guidance;
 - ensure that 14-19 developments are integral with Connexions services;
 - oversee workforce training and development to meet national standards;
 - monitor the contracts;
 - provide quality assurance;
 - ensure high quality impartial information for Years 9, 10 and 11 and appropriate access electronically to careers information.
- 4.5 To ensure that in all aspects of Connexions services, young people are active in consultations, recruitment, and quality assurance processes;
- 4.6 To commission CCIS services (mandatory requirement) for monitoring NEET, analysing and reporting and tracking young people and use the information to produce reports.

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5. Director of Finance Comments

- 5.1 The Director of Finance notes that the funding receivable for the additional responsibilities of the authority in respect of delivering Connexions services, whether through a commissioning process or directly, are to cover the full cost of the service including all management and administration costs, monitoring costs and overheads, across all services involved, including corporate costs.
- 5.2 The risk in respect of a potential pensions deficit is of concern, and the Director of Finance will be directly involved in agreeing the way forward to ensure that the Council is not exposed to additional liability.

6. Head of Legal Services Comments

- 6.1 The Head of Legal Services has been consulted on the content of this report. The framework for the change to Connexions provision established as a result of the publication of Youth Matters is set out within the report and needs no specific legal comment. Paragraphs 9.1 and 9.2 accurately reflect the necessary considerations regarding the transfer of staff under TUPE and the particular issues that could arise regarding pension provision, which should be broadly comparable within the new employment.

7. Local Government (Access to Information) Act 1985

- 7.1 Documents used in the preparation of this report include:
- Youth Matters: Next Steps 2006
 - Targeted Youth Support Toolkit 2006
 - Draft National Quality Standards for Information, Advice and Guidance 2006
 - Targeted Youth Support – a guide 2007

8. Strategic Implications

- 8.1 Currently Connexions services are provided for young people 13-19 and 25 in the case of those with special educational needs. They also provide a targeted service for young people who are Not in Education, Employment or Training (NEET). It is essential that there is no break in service delivery and that quality levels are maintained and where possible improved.
- 8.2 The changes should be set against a background of change for 14-19 curriculum provision and the development of targets through the Local Area Agreement. The curriculum changes will also enable considered strategies to prevent NEET through better choices at 14 and 16 and greater synergy across a wider range of services through the Children's Networks.
- 8.3 There is a range of different ways in which the Connexions services could be delivered from April 2008. Haringey indicated to Government Office for London (GOL) that we were looking at a hybrid model which would include elements of a wide range of methods of delivery. This gave the maximum flexibility to explore different arrangements to best meet the needs of young people. CEMB received reports on Connexions Services in October and December 2006, January and April 2007.

9. Financial Implications

- 9.1 The budget for Connexions 2008 is set by a national funding formula and has not been set for 2008-09 but is likely to be at a similar level to previous years.

2005-06	2006-07	2007-08	Estimate*
£2,405,754	£ 2,653,484	£2,456,104	£2,053,580

* Estimated by taking an average of the previous three years and excluding PAYP funding (£451,534 in 2006-7) which transferred to the LAA in April 2007.

- 9.2 Any proposal for delivering Connexions services will be subject to a planning process which will include careful costing of each strand. However there will be a finite amount of grant funding and this will require service delivery to be within that amount.
- 9.3 Achieving Best Value will be central to any commissioned services and procurement will provide challenge through best value review.
- 9.4 Exactly how the funding will be made available has not been finalised but it is most likely that this will be through the LAA.

10. Legal Implications

- 10.1 The delivery of Connexions services post April 2008 will be the responsibility of Haringey and we will be accountable for the delivery of information, advice and guidance (IAG) to all young people 13-19, and especially those at risk of becoming NEET or who are NEET, and up to 25 for those with special educational needs. Delivery is against National Standards for IAG. One of the ultimate performance indicators is the number of young people who are NEET. This accountability is most likely to be through the LAA.

11. Personnel Implications

11.1 Assuming that the recommendations are accepted there will be personnel implications for the transfer of Connexions Personal Advisers both those currently employed by Prospects to deliver for Haringey young people and those who are directly employed by Connexions. Discussions have taken place with Personnel and a timescale of 6 months (from the point a formal decision has been made) to obtain/exchange information about staff to complete the consultation process and possible transfer of affected staff to the Council is proposed. The TUPE arrangements would commence in September 2007, with full transfer of staff completed by the end of March 2008.

Pensions

11.2. There may be a potential pension deficit if the pension terms of TUPE staff are higher than those of the borough. Initial investigations indicate that this will not be the case, however this has yet to be officially confirmed. It will be Connexions' responsibility to identify any pension differences and scheme transfer costs in the first instance with advice from their actuaries. Haringey's pensions section would then involve the Council's actuaries and the two sides agree a way forward.

12. Equalities Implications

12.1 Connexions services are delivered to all young people with a targeted service for those most at risk of becoming NEET, for example through special needs, mental health issues, teenage mothers and those who leave school with one GCSE qualification. Earlier intervention could help to reduce the number of young people who become NEET, especially when this is coupled with 14-19 curriculum developments and greater integration of services for young people. The number of young people who become NEET in Haringey are concentrated in particular Wards which are linked with social deprivation indices.

12.2 Connexions data on the ethnicity of young people who are NEET is incomplete but in January 2007 of those whose ethnicity was known, the largest ethnic groups of young people who are NEET was White British (23.5%), any other White (19.4%) Caribbean/White and Black Caribbean (15.9%).

12.3 There are currently more females who are NEET than male (52%).

13. Consultation

13.1 Haringey has a transition period to develop services to ensure that they meet the needs of young people and are of high quality. In framing the direction of travel there is a consultation exercise with young people, their parents and other stakeholders to determine views on current provision and to consider their aspirations for future provision. This has been carried out by the Corporate Consultation Team.

14. Background

1. Connexions services currently delivered through Connexions North London Partnership will become the responsibility of the Local Authority from April 2008. How these services are delivered is up to Haringey to determine in consultation with young people and stakeholders.
2. The current value of the Connexions work in 2007-08 is £2,456,104 this is determined through a national funding formula. In 2005-06 the grant was £2,405,754 and in 2006-07 £2,653,484. The level of grant from 2008 is not yet known but assuming it is at a similar level to previous years it will be in the region of £2 million excluding around £0.45 million for PAYP which transferred to the Local Area Agreement in April 2007.

3. A shared arrangement with the other London Boroughs in the consortium was considered in the early stages (Summer – Autumn 2006) of the development of the transition plan. This was not supported by all four Boroughs. Waltham Forest commissioned a feasibility study to assess the viability of partnering with the Connexions East London Consortium in the wake of the Olympics and is proposing this option. Enfield has indicated that they are going to in-source all Connexions Services specified by the DfES. Therefore this was not a viable option.
4. In essence for Haringey, Connexions services can be divided into four key areas.

A) Universal services current value £966,000

5. Currently these services are sub contracted through Prospects Services Limited a careers company. They deliver universal services through schools and drop in centres. The service is to young people 13-19 and comprises information, advice and guidance which include work on the September Guarantee, the drop in centre in Tottenham, support for vulnerable groups like LDD provision, NEET tracking and monitoring and advice for parents at school based parent evenings. In addition Prospects provides in-service training and support on careers and produces careers materials.

B) Targeted Directly Delivered Services current value £857,562

6. Connexions directly employ 27 Personal Advisers as part of the borough delivery team who work through host agencies such as CAMHS and YOT. The targeted support service work specifically with hard to reach young people especially those young people who are NEET or likely to become NEET in the age range 16-18. They track NEET and also provide support for example, through the Multi Agency Centre in Wood Green library.

C) Positive Activities for Young People (PAYP) current value £451,534

7. Diversionary activity holiday programmes are targeted at young people at risk of involvement in crime. This programme was subsumed into the Local Area Agreement from April 2007.

**D) Other Connexions Services current value around £378,388
CCIS**

8. This is a management information and data system which is used to track young people in employment, education and training. Maintaining the CCIS system will be a mandatory element of future Connexions services.

Contract monitoring and quality assurance

9. This is an essential element of any performance management process and would need to be continued to ensure high standards of service delivery to young people.

Participation of young people in evaluating, developing and governing services

10. Young people's direct input in quality assurance and consultation with young people as well as quality marking provision would be an essential element of future service provision.

Information

11. Connexions offers impartial information in a range of formats on post 16 provision and this should continue to ensure a measure of independent advice and guidance to young people and would be part of the quality assurance role.

Workforce development

12. It is essential that all staff working with young people are appropriately qualified and have met specified standards for training and professional development.

Employer links

13. Developing employment opportunities for young people through work based learning, volunteering and job brokerage.

Services from April 2008

14. There is a range of different ways in which the Connexions services could be delivered from April 2008. Haringey indicated to Government Office for London (GOL) in December that we were looking at a hybrid model which would include elements of a wide range of methods of delivery. This gave the maximum flexibility to explore different arrangements to best meet the needs of young people in Haringey. However, central government are placing mandatory requirements on some aspects of future Connexions services such as the Connexions brand name must remain, the continuation of the CCIS information system will be a requirement and there are National Standards for the operation of information, advice and guidance services which have to be met.
15. Alongside the consideration of delivery models there has been an extensive consultation exercise carried out by the corporate Consultation Team to collect and analyse the views of young people, parents/carers, schools, providers and other stakeholders. The consultation is twofold, firstly to get a wide view of provision locally in terms of current provision, and secondly, what they would like from a future service. This has been carried out using a structured questionnaire and interviews as well as a consultation through the Youth Council.
16. Connexions services can be delivered in a variety of ways from April 2008 and the four North London boroughs are all engaged in developing options, preparing proposals and making transition plans. In previous years a partnership has existed for the careers contract but through the transition process most boroughs are exploring the development of their universal information, advice and guidance services through schools and post 16 providers.
17. A summary of the options and recommendations from April 2008 is given in Appendix 1. In Appendix 2 there is an analysis of the risks and issues together with proposals for mitigating actions. Appendix 3 gives a broad overview of service delivery from April 2008.

Universal Services from April 2008

18. The recommended proposal is that the secondary and special schools, the sixth form centre, further education providers (Conel) and the Youth Centres would be commissioned to deliver the universal information, advice and guidance services and some aspects of the targeted support service. The current provision through the Multi Agency Centre in Wood Green library would be enhanced. A feasibility study would be commissioned into the future use of the Connexions Tottenham drop-in centre, including whether this would be better located elsewhere and what synergy there is with existing Council Services in that area. If this review concluded that the service is feasible then we would seek to use the two Centres for the targeted work with bases in Wood Green and Tottenham.
19. A robust performance management framework will be introduced which we are proposing will be monitored centrally to ensure that the commissioned universal information, advice and guidance services will be accountable for quality assurance and control.
20. Schools in particular are very keen that the operational providers of services retain a level of autonomy as they believe that is beneficial to the attainment, welfare and progression of the young people (Draft Report from consultation with Headteachers).

Targeted Directly Delivered Services from April 2008

21. There are currently 27 Personal Advisers employed directly by Connexions delivering services to reduce NEET amongst those aged 16-18, in many cases working through host organisations such as CAMHS and YOT. The recommendation is that a review is undertaken of the effectiveness of these targeted services. Where they are working effectively services could continue to be commissioned through host organisations but this is also an opportunity to consider new approaches.

PAYP

22. Positive Activities for Young People provides holiday activity programmes for young people

particularly those at risk of crime. The funding for this service was transferred into the Local Area Agreement from April 2007. PAYP could be developed through a commissioning model against a needs analysis.

CCIS

23. Some aspects of service delivery are mandatory one of these is CCIS services which is a management information system used to track, monitor and report on the destinations of young people in terms of education, employment and training. This could be commissioned from an external provider such as Connexions although there are moves to look at CCIS systems pan London. The data from CCIS is used to collect and monitor NEET levels across all London boroughs and the UK.

Central Services

24. We would propose to retain a core central service responsible for contract monitoring, maintaining an overview of Connexions services, delivering the important QA role and monitoring of provision, ensuring that young people are able to contribute to developing and improving the service, co-ordinate the provision of impartial information, ensure that effective workforce development is in place, including mandatory training and staff development is in place to meet the IAG standards. Central to this work would be ensuring the active participation of young people through evaluating service delivery and establishing mechanisms to enable better consultation on provision. These developments would be linked with current 14-19 developments which are central to better addressing vocational choice and provision in Haringey for young people. The aim of these developments 14-19 being to help to prevent young people becoming NEET and ultimately to help to prevent worklessness in the borough.
25. Developing effective links with employers is an area which we would like to develop in tandem with the 14-19 developments, with increased vocational course choice and provision, we also need to ensure that young people can make better informed choices through experience of work placements and work experience. There is the possibility of commissioning this aspect of work from local organisations like the Education Business Partnership.
26. Workforce development could be integrated with existing systems for training and development.

15. Conclusion

This is an important opportunity to consider the future delivery of Connexions services in Haringey. It is closely aligned with developments locally and nationally 14-19 which will enable young people to have a greater range of choice in terms of vocational provision and opportunities. It will also contribute to better preventing of young people becoming NEET. The recommendation is for a hybrid model which includes some aspects of services commissioned, other delivered centrally through the development of existing Council services.

16. Appendices

- Appendix 1 gives a summary of the service aspects and recommendations for 2008 onwards.
- Appendix 2 gives an analysis of the risks and issues that have been identified together with the mitigating action.
- Appendix 3 gives an outline of what it is proposed Connexions Services will be like from April 2008.

Summary of Connexions Services and Recommendations

APPENDIX 1

The chart below outlines the services currently the responsibility of the CxNL partnership which the authority will assume delivery responsibility in 2008, the current cost of these services where figures could be obtained, and a summary of the delivery options and recommendation.

Services currently provided by Connexions North London Partnership, which will be the Local Authority responsibility to deliver from April 2008.	Current Cost of Service Based on Figures for 2006/7	Option 1 – Maintain status Quo	Option 2 – Total in sourcing Model	Option 3 – Total Outsourcing /Commissioning Model	Recommendation
<p>Universal Subcontracted Service:</p> <p>Universal services delivered through schools and drop-in centres</p> <p>Information Advice and Guidance delivered through Prospects</p> <p>September Guarantee</p> <p>Drop-in Centre (Tottenham)</p> <p>LDD Provision (Section 140 Assessments)</p> <p>NEET Tracking and Monitoring</p> <p>Inset Training around Careers</p> <p>Advise parents during parents evening</p> <p>Produce careers material</p>	£966,000	<p>Haringey returns funds to CxNL for Prospects subcontract with additional performance management requirements inline with borough targets.</p> <p>This is the position agreed for 2007-08 but because of the inter-relationship of the four North London Boroughs in the Consortium this becomes a less viable option 2008 onwards as the other boroughs are not planning for this option.</p>	<p>Haringey subsumes funds through the LAA delivering the service centrally.</p> <p>This goes against the strategic commissioning role for LA as proposed in the Children Act 2006.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p> <p>Commissioning the universal services through schools, special schools, the sixth form centre and youth service would enable better early intervention and this could also be linked with the 14-19 developments and NEET prevention strategies. It would also enable better support for young people with special needs.</p>	<p>Recommend that secondary and special schools, the sixth form centre, further education providers (Conel) and the youth service are commissioned to deliver universal information, advice and guidance to young people as part of our integrated Youth Support Services and 14-19 strategy.</p>
<p>Targeted Directly Delivered Services</p> <p>27 Directly Employed Personal Advisors (Borough Delivery Team) – Working through host agencies, such as CAHMS and YOTS</p> <p>Targeted support service</p> <p>NEET Reduction in age range 16 -18, conducted through Personal Advisor range of advice an guidance interventions including;</p> <p>Housing</p> <p>Health</p> <p>Mental Health</p> <p>Employment</p> <p>Teenage Pregnancy</p> <p>Targeted school based PA's</p> <p>Multi- Agency Centre</p> <p>NEET Tracking</p> <p>September Guarantee</p>	£857,562	<p>Haringey returns funds to CxNL to deliver service, with additional performance management requirements inline with borough targets.</p> <p>Connexions are the lead for NEET reduction and targets have so far not been met for Haringey.</p> <p>Unless all four boroughs buy into Connexions services the potential overheads become prohibitive to service delivery.</p>	<p>Haringey subsumes the fund through the LAA delivering services centrally.</p> <p>A central team could be targeted and linked with existing strategies eg reducing the number of teenage mothers who are NEET. Better synergy with existing Councils services could be explored eg Multi Agency Centre at Wood Green library.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p> <p>Some commissioning of services would be desirable through partners and 14-19 provision including the youth service, YOT etc but this would be tied into the overall Council strategies on the reducing number of young people who are NEET and ultimately workless in Haringey.</p>	<p>Both commissioning of services through partners and 13-19 provision tied to the wider Council strategies and retaining a small central team for targeted prevention and intervention around LAA targets and NEET reduction working across Council services.</p>

<p>PAYP:</p> <p>Diversionary activity holiday programme, targeted at young people at risk of involvement in crime.</p> <p>Subsumed into LAA, funding attached to NEET reduction target and stretch target.</p> <p>MI system Training Quality assurance</p>	<p>£451,534 (this funding has been subsumed into the LAA from 2007)</p>	<p>Haringey returns funds to CxNL for delivery of diversionary/NEET activities, with additional performance management requirements inline with borough targets.</p> <p>This is the position for 2007-08 to enable the systems and processes to be developed. All Council services bid to deliver diversionary activities over the holiday period which currently are primarily delivered by the youth service, YOT, leisure and recreation services and are led by service plans.</p>	<p>Haringey subsumes the fund through the LAA directly delivering the PAYP programme.</p> <p>From 2008 through the LAA systems and processes will be in place to deliver the PAYP programme across all Council services. This could be closely aligned to a needs analysis and ultimately focused on reducing young people at risk of becoming NEET and meeting LAA targets.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p> <p>Some commissioning of services would be desirable to deliver against the identified needs but monitored and led by LAA targets.</p>	<p>There needs to be some central co-ordination and commissioning through the LAA to link with the targets and meet needs analysis. This could lead to commissioning services through contestable commissioning and also through direct commissioning of Council services.</p> <p>Quality assurance systems and information systems would be needed to enable thorough evaluation of the programmes.</p>
<p>THE SERVICES LISTED BELOW ARE FUNDED THROUGH THE A MIXTURE OF HARINGEY'S FINANCIAL CONTRIBUTION TO CORE STAFF COSTS AND SUPPORT TOTAL CxNL BUDGET COSTS (covering training, expenses, mobile phones and office overheads).</p>					
<p>CORE STAFF COSTS TOTAL : £206,176</p>					
<p>CxNL COSTS TOTAL: £298,335</p>					
<p>TOTAL: £504, 511</p>					
<p>CCIS:</p> <p>¼ Contribution to the cost of 3 member MIS team</p> <p>Maintenance of a Client Management System</p> <p>Monitoring of NEET PSA</p> <p>Analysis and reporting</p> <p>Tracking young people</p> <p>Integrating MI systems</p> <p>Note: there may be central government restrictions on how the CCIS aspect of Connexions service is delivered.</p>	<p>Haringey returns funds to CxNL to deliver service, with additional performance management requirements inline with borough targets.</p> <p>CCIS is a specialist information system which is a requirement of the future contract arrangements 2008 onwards. This could be purchased through Connexions who re familiar with the system or through other suppliers.</p>	<p>Haringey assumes responsibility of CCIS, through possible enhancement of current schools database.</p> <p>In the first instance the CCIS system would probably be better purchased from a provider who is familiar with the system and processing to meet DFES requirements. There has been discussion of a pan London CCIS system at some future point.</p>	<p>Haringey assumes responsibility of CCIS, through possible enhancement of current schools database.</p> <p>In the first instance the CCIS system would probably be better purchased from a provider who is familiar with the system and processing to meet DFES requirements. There has been discussion of a pan London CCIS system at some future point.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Recommend that the possibility of purchasing this from Connexions or another supplier is considered at least for the first year.</p> <p>There are possibilities for economies of scale as more than one local authority could commission this service together. Discussions are taking place as to this possibility with other North London Boroughs.</p>
<p>Performance management</p> <p>Contract monitoring (Connexions of Careers Company Sub-contactors)</p> <p>Quality assurance framework</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through the contracting team or through a central quality assurance team.</p> <p>The development of a central team with a strategic commissioning role focused on contract management and quality assurance is in line with the recommendations of the Children Act 2006.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Contract monitoring, performance management and quality assurance will be essential and should be delivered centrally to meet the strategic commissioning role.</p>

<p>The active participation of young people in evaluating, development and governance of services.</p> <p>Consulting young people (surveys, e-voting, focus groups) Youth Mark Young people on recruitment panels Young People's Partnership Board</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through internal participation structures, such as the Youth Council and the development of additional Youth Boards and methods for active youth engagement.</p> <p>This would align well with existing Council strategy and service delivery.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Young people's engagement and participation would be a requirement of any commissioning and evaluation of services. Therefore it would be integral to service delivery and the evaluation of practice. It also aligns with current developments through the Youth Council and Youthmark (a QA system delivered by young people).</p>
<p>Information on opportunities for young people</p> <p>LOIS system 'Fast Tomato' careers software Year 11 and 12 information packs Post 16 events</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p> <p>Developments 14-19 mean that this is already happening through a variety of information systems and these could be enhanced.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Developments 14-19 and in IT mean that information on courses and programmes across Haringey and London wide are readily available. It is important that the provision of information for young people is readily available but also is impartial and independent as providers could have a vested interest in young people attending their provision. Therefore these systems will be further developed.</p>
<p>Employer services:</p> <p>Building links with employers, developing employment opportunities for young people through;</p> <p>Cross-sector coordination Work – based learning Employer liaison Job brokerage Volunteering</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p> <p>Developments 14-19 mean that this is already happening through a variety of vocational provision and volunteer programmes eg millennium volunteers through the youth service.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Developments 14-19 through vocational course provision would be enhanced to provide better links with employer services.</p>
<p>Communication and Marketing</p> <p>Consultation and electronic voting events Marketing materials and events My connexions handbook Website management and development Maintaining links to Connexions direct 24/7 service</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Children and young people's information systems will be further developed to enable better communications and marketing this would be linked with corporate information services and information opportunities identified earlier.</p>
<p>Workforce development:</p> <p>PA Qualifications Training and professional development to specified standards (including inter-agency training requirements) Continuous learning and improvement (e.g. Observation of practice) Assessment services</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p> <p>This could link in with existing workforce development plans for those who work with young people.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>The workforce development would be a requirement of any commissioning process. This would ensure a well trained and up to date workforce able to provide high quality services to young people. It could also be linked with further/higher education course provision.</p>

Appendix 2: Risks and Issues

Category	Probability	Impact	Risk	Mitigation approach
Connexions Services will be adversely affected if the London Borough of Haringey does not allocate adequate resources to the transition process.	High	High	High	Connexions transition will need to be planned into Haringey's Children and Young People's Business Plan to ensure resources are appropriately allocated for the transition and beyond.
Potential loss of staff during the transition due to uncertainty concerning future posts.	High	High	High	Regular communication with Connexions staff/Prospects staff as part of stakeholder communication and to establish a good working relationship with staff likely to be transferred. To get agreement to the transfer process.
Possibility of Judicial Review/ Legal Challenge from CxNL	Medium	High	Medium	Haringey will need to ensure a robust planning approach, ensuring options pass best value review, and ensuring consultation with young people is integral to the process.
NEET levels rising during the transition if the focus and/or resources applied to reducing them falls during or after the transition.	High	High	High	The borough will need to resource keeping the priority/focus high on having a robust NEET strategy and maintaining good working relations between providers and the authority.
The viability of Connexions North London from April 2008 will be questionable. Connexions have indicated an intention to further develop and widen their services and become a separate business.	High	High	High	Following on from receipt of final transition plans, Connexions North London will need to determine its future direction and communicate this to the boroughs. If they determine to continue as a business they will have to change their name as Connexions as a brand is part of the transfer to the Local Authorities.
Feedback from specific targeted groups in consultation may be difficult to obtain from those identified as hard to reach eg Travellers.	Low	Low	Low	Specific mediums/forums by which these groups can be consulted with must be mapped early on along with engagement strategies to use.

Appendix 3: What will Connexions Services be like from April 2008?

The process of establishing the structure and delivery mechanisms which will support the proposals in this report are part of the transition process to April 2008. This is a draft outline of the proposed plans to date.

Service	Target Group	Delivery	Performance Measures/Impact
Universal Information, advice and guidance services	All young people 13-16 registered at a Haringey school (secondary/special)	Young people and their parents/carers will receive high quality impartial information, advice and guidance that will be integrated with school provision for options and subject choices, especially as 14-19 developments roll out with intensive support for key transition points. This is likely to be through a Service Level Agreement with schools.	Targets will be set around contact and engagement with young people, information, advice and guidance for courses, course completion, results at 16, post 16 destinations, as well as processes such as completion of necessary forms. There will also be quality assurance of provision and young people will be actively engaged in assessing the provision/service. Links with employers and business. Prevention of NEETs at 16. Contribution to the achievement of LAA targets.
Universal Information, advice and guidance services	Haringey young people 16-19 and up to 25 with SEN who access post 16 education and training through school sixth forms, the sixth form centre, further education providers (Coneil) and work based learning.	Young people and their parents/carers will receive high quality impartial information, advice and guidance regarding education, training and employment opportunities, especially as 14-19 developments roll out. Support will be pro-active and focused on any student whose attendance puts course completion at risk. A commissioning model is being discussed.	Targets will be set in terms of information, advice and guidance to continue the engagement of young people, in course completion, results at the end of the course, as well as processes such as full completion of necessary forms. There will also be quality assurance of provision and young people will be actively engaged in assessing the provision/service. Links with employers and business. Prevention of NEETs at 16-19. Contribution to the achievement of LAA targets.
Targeted Information, advice and guidance	Young people 13-19 and up to 25 with SEN who access youth service provision or drop in centres at Wood Green and Tottenham.	Young people will receive high quality support to access impartial information, advice and guidance where they are not currently in education or training, not in a mainstream school place, or may feel unable to access support from other universal providers. Would include access to out of work hours services, probably electronically. This is likely to be through a Service Level Agreement.	Targets set in terms of re-engagement of young people with the process of obtaining information, advice and guidance and the continuation of their education and training. Links with employers and business. Prevention of NEETs 16-19. Contribution to the achievement of LAA targets.
Intensive intervention information, advice and guidance	Young people 13-19 and up to 25 who have a special need where there are additional factors which could impact on their engagement such as mental health, teenage pregnancy.	Targeted support with named young people referred through the Common Assessment Framework, as needing additional support to access/re-engage with their education and/or training. This will be part of the central referral and support system operated in each of the Children's Networks. Aspects of the support service could be commissioned through services like YOS and CAHMS.	Targets set in terms of re-engagement of young people to continue their education and training or to gain employment. Links with employers and business. Prevention of NEETs 16-19. Contribution to the achievement of LAA targets.
CCIS data tracking system	All young people are recorded on a pan London database to enable tracking of progression post 16.	Intensive support with named young people and their parents/carers who are NEET and need intensive support to re-engage with their education and/or training. This would be part of the central referral and support system but because of the specialist nature of the intervention may be best delivered through a Connexions (LA) central team. Work is underway to develop the CCIS system pan London. Kensington and Chelsea is the lead borough for this work. North London current Connexions Services are likely to 'bid' to provide CCIS tracking services and reporting of data as required by the DfES. This work would be commissioned.	Targets set in terms of the delivery of the CCIS data and meeting reporting arrangements.
Quality Assurance	Systems and processes for delivery to all young people.	All providers and contracts would be subject to a quality assurance process to ensure that high standards are in place and there is no 'dip' in service during the transition. Young people would be part of the QA process.	Targets set in terms of QA visits, observations of practice, report son each provider and the quality of engagement with young people and their parents/carers.
Performance management & workforce development	All staff	All staff will be part of a performance appraisal system which includes support for training and development. Personal Advisers (PA) working with young people will be required to have access to specified central training and qualifications.	Targets set in terms of PA qualification levels and access to training and development.
Communications and marketing and provision of careers information	All young people	Access to high quality information will be essential to continuing the high profile brand of Connexions, much of this will be web-based. Aspects of this work would be contracted.	Range of publications and documents which align with 14-19 developments. Co-ordination of careers event/events for the borough.
Links with employers through job brokerage, work based learning, volunteering and careers companies.		Links with employers and employer liaison will be part of all provider's roles but this will need co-ordination and is being discussed further with the voluntary sector and careers companies.	