

## **Connexions Intensive Service Review**

### **Appendix One**

#### **Connexions Intensive Service Delivery Model Options**

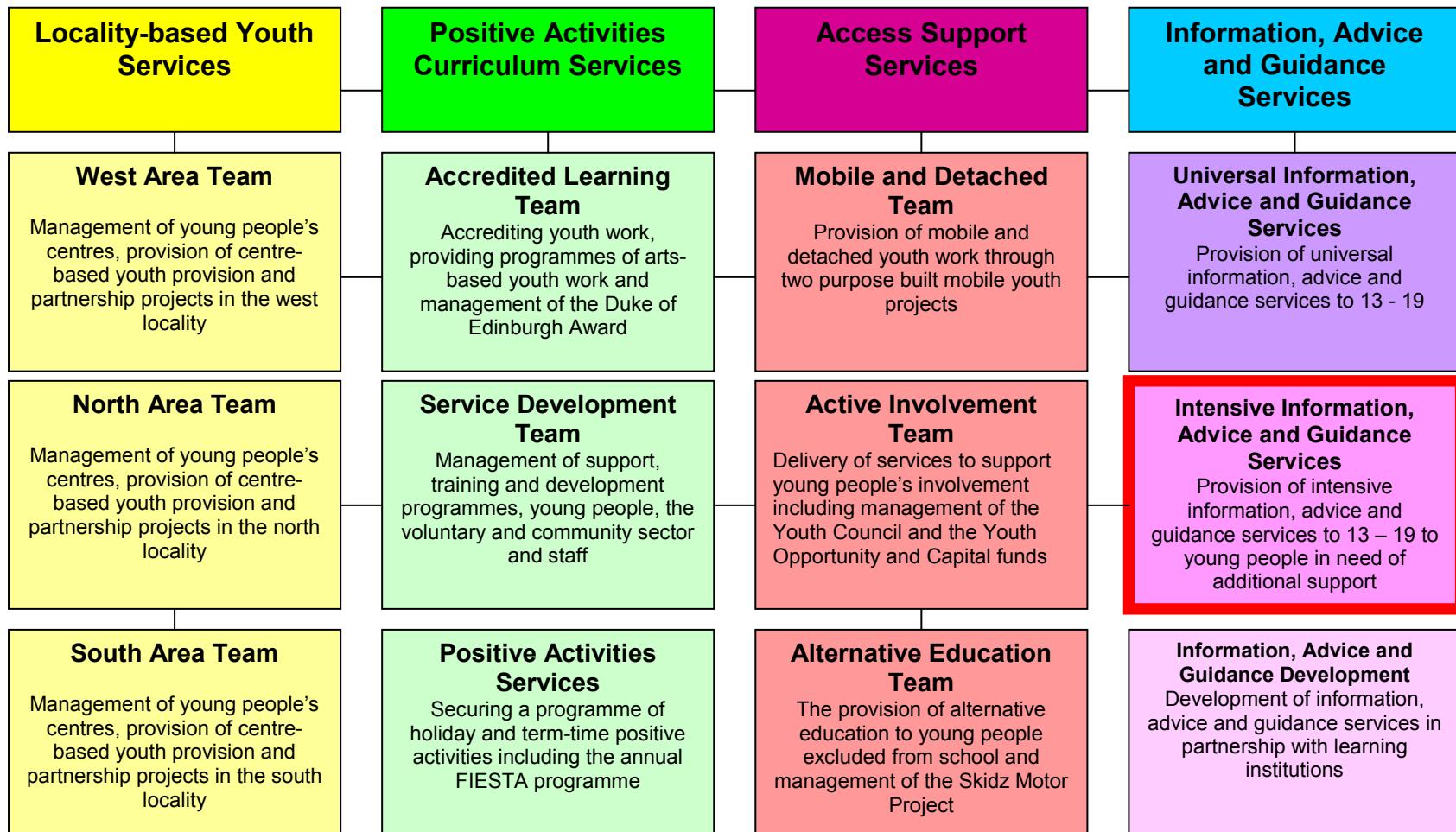
##### **1. Introduction**

1.1 Appendix one describes three organisational models determined and considered during the review process. The options were designed in order to give stakeholders and senior managers involved in the range of associated Connexions Service steering groups governing the Service, the opportunity to consider the best arrangements to put in place to resolve the deficiencies identified during the review process. The information in this appendix sets out the detail of the three models considered, summarising the benefits and risks concerned with each. The models pay colour coded reference to the service segmentation model described in background paper two with the diagrams illustrating the location of each of the four operational delivery areas within the overall service structure. Further details regarding the partner organisations referenced may be found in background paper four.

1.2 Revision of organisational arrangements seeks to ensure the following key areas are addressed:

- Capacity to ensure the service is strategically led in an effective manner through a Senior Service Manager within the overall managerial structure of the Youth and Connexions Service;
- Capacity to ensure the service is operationally managed in an effective manner through practitioners with the remit to lead and organise the Connexions Intensive Service; and
- Capacity to ensure the performance of the service provided is effectively performance managed and quality assured.

## 2. Location of Connexions Intensive Service within the organisational structure of the Youth and Connexions Service



The model illustrates an integrated range of services for teenagers in Hillingdon. The Service is strategically led by the Head of the Youth and Connexions Service through a team of four operational managers with responsibility for the divisions of service as shown. The red bolded box is the aspect of service that has been subject to review within the wider context of Youth and Connexions services.

## **2. Option one description**

2.1 The model illustrated on page four describes a 'contracted out' approach to securing Connexions services. This would require the specification of services in accordance with the bandings of need described in background document two and putting all services out to competitive tender.

2.2 Whilst there may be cost benefits in pursuing this model in the short-term, partners involved in the governing of existing services expressed the view that this approach would not mitigate primary risks and deficiencies identified during the review process. It would also hinder the opportunity to build on emerging and successful models of integrated practice such as targeted youth support and could compromise the identified need to foster a cohesive team approach to provision of services. This option has however been noted as worthy of reconsideration at the point at which the main Connexions contract is due for renewal in March 2011.

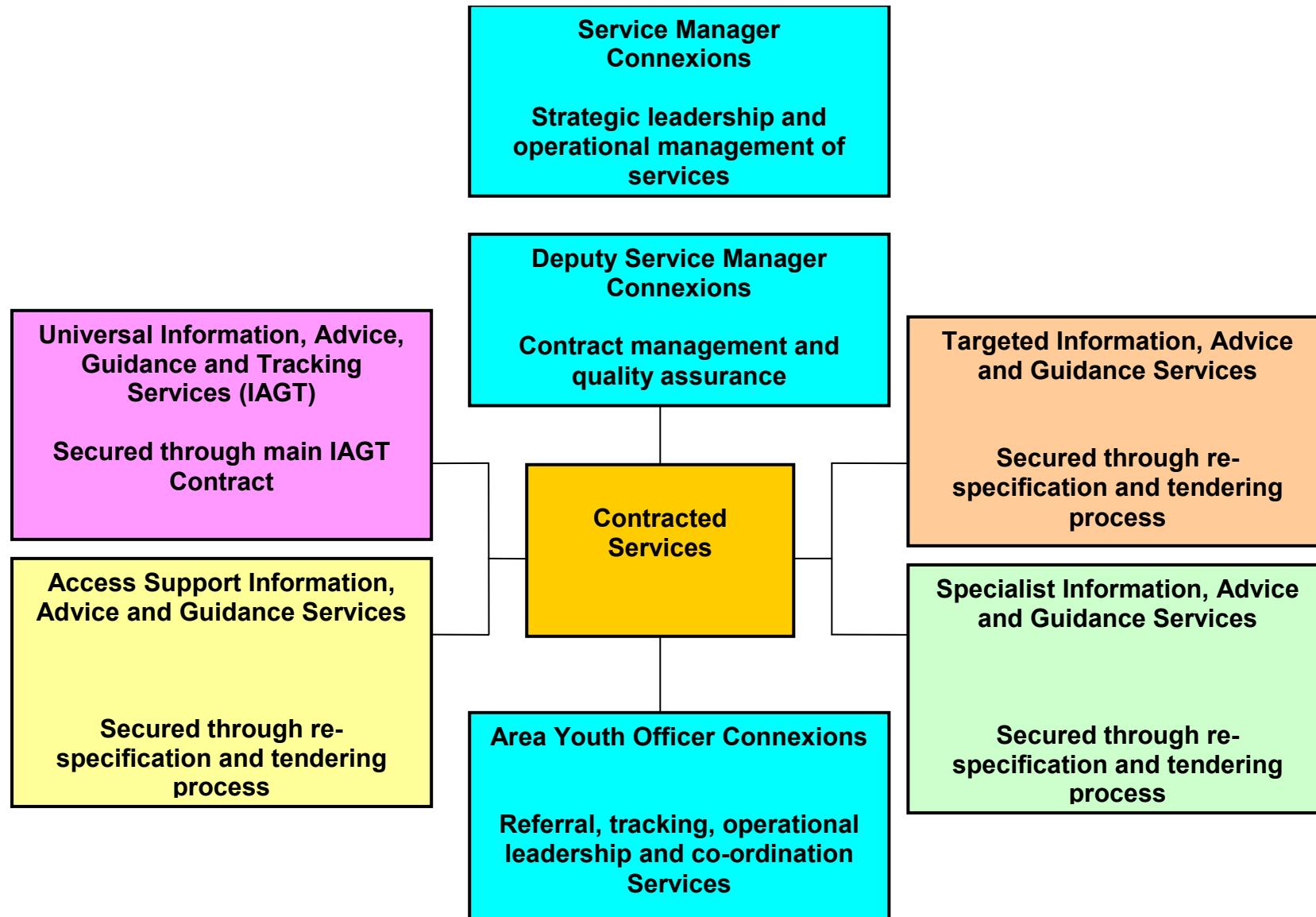
## **3. Option two description**

3.1 The model illustrated on page six describes a 'mixed economy' approach to the securing of Connexions services. This sees a development of current arrangements whereby the approach of securing services through partner agencies is maintained but modified by bringing the personal advisers deployed in partner services under the direct management of the Youth and Connexions Service. Personnel would be seconded to host agencies under these revised arrangements. The model also seeks to build upon and strengthen new developments such as targeted youth support. It also increases the capacity of service directly managed by the Youth and Connexions Service to lead and co-ordinate provision.

## **4. Option three description**

4.1 The model illustrated on page eight describes a unified personal adviser team located within, and directly managed by the Youth and Connexions Service. This model would result in the withdrawal of all personal adviser resources from partner agencies and see the creation of one directly intensive personal adviser team managed and deployed within the Youth and Connexions Service. This is a model favoured by other local authority areas some of which have seen improved outcomes as a consequence.

## Option One: 'Contracting Out' Model



## **6. Option One: Main benefits and risks**

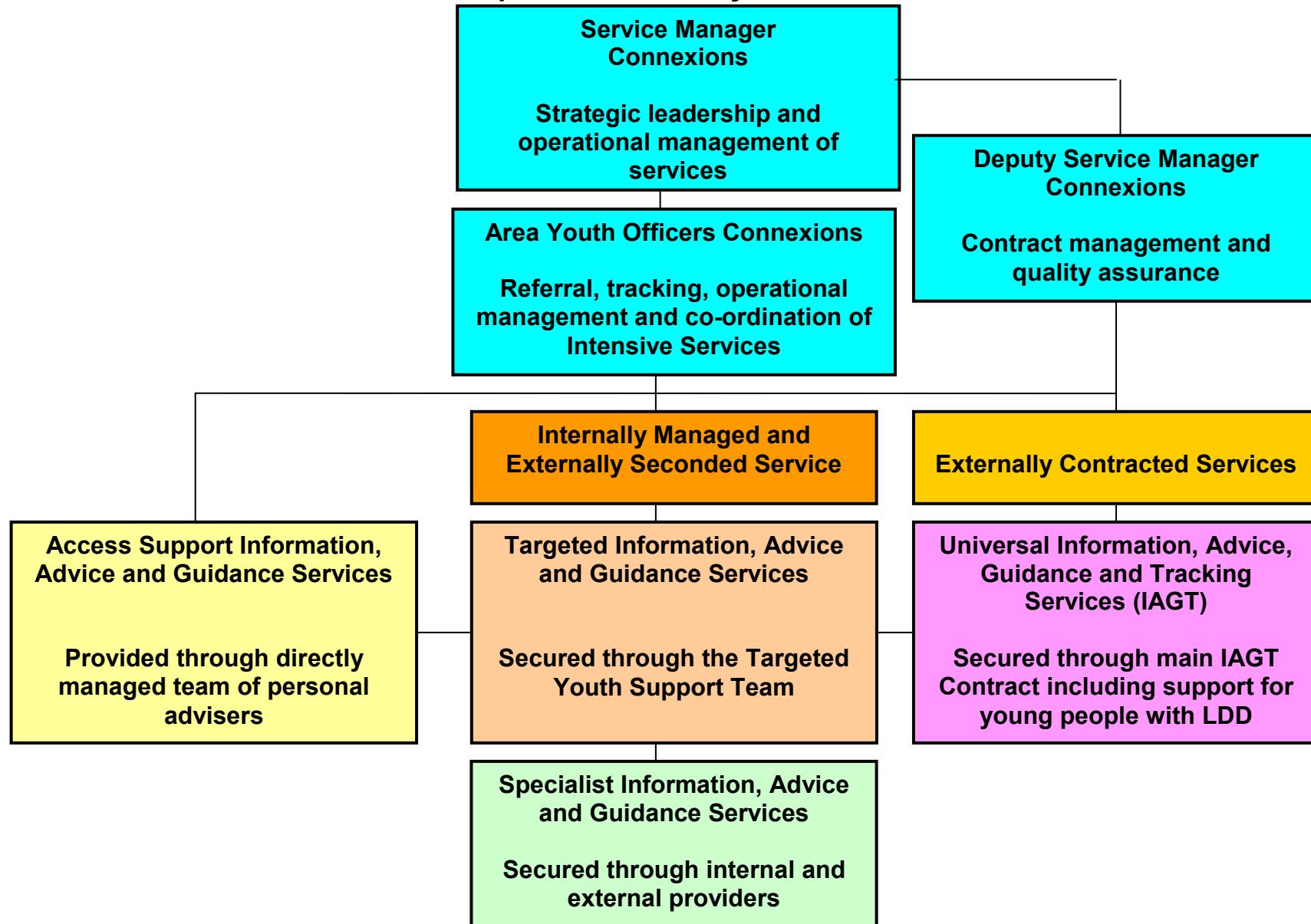
### **6.1 Benefits**

- Market testing and securing services through a competitive tendering process.

### **6.2 Risks**

- Potential loss of opportunity to strategically align Connexions Intensive Services with local integrated youth support service developments;
- Potential perpetuation of deficiencies identified in the review concerning service fragmentation and lack of cohesion; and
- Potential loss of efficiencies by duplicating managerial and operational functions already provided with the Council.

## Option Two: The Hybrid Model



## **7. Option Two: Main benefits and risks**

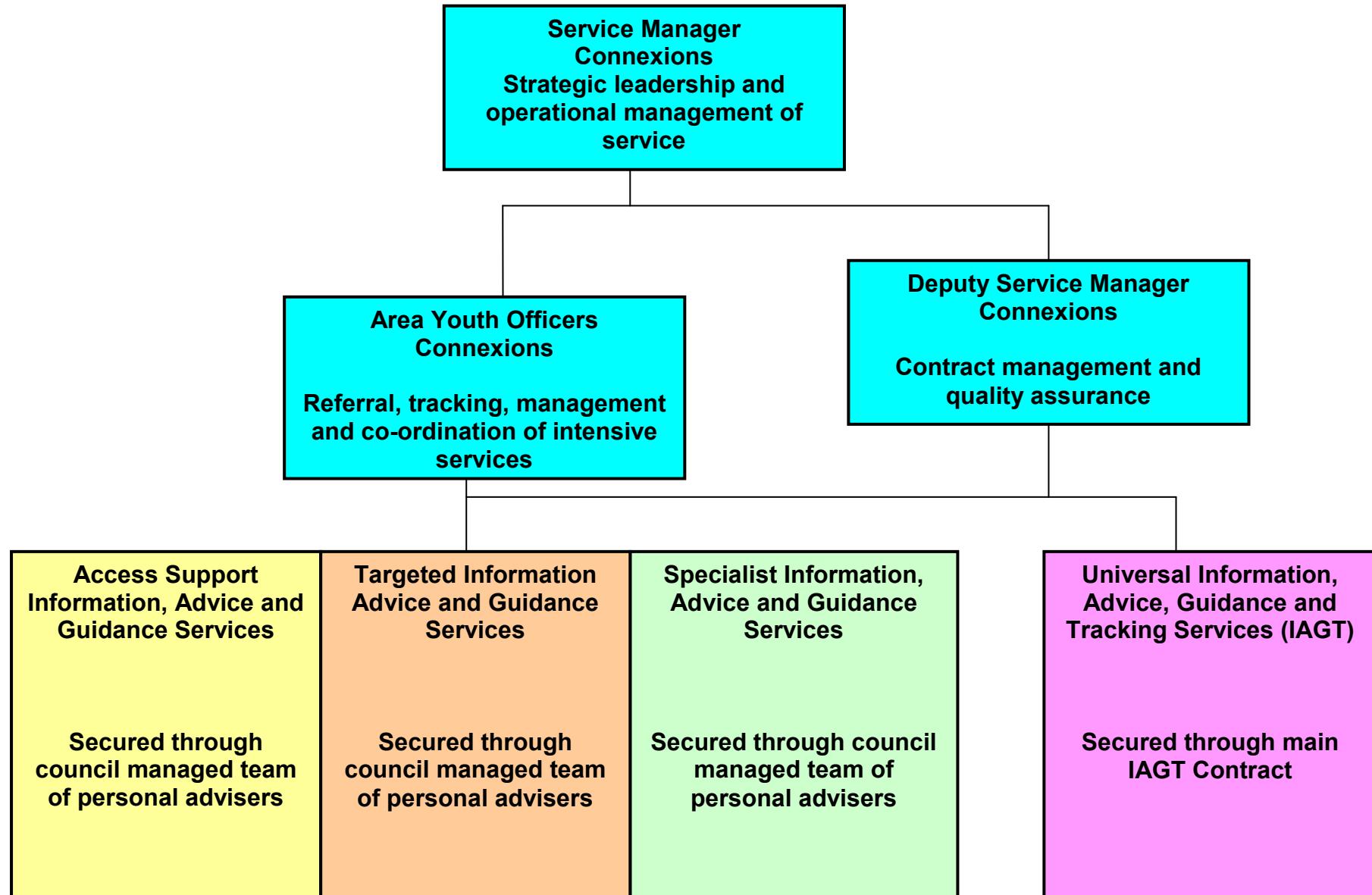
### **7.1 Benefits**

- Makes best use of existing and emerging Integrated Youth Support Service structures;
- Uses a mixed economy of service providers drawing on the strengths and capacity already in existence;
- Strengthens management and leadership by putting direct line-management arrangements in place and seconding staff to host organisations;
- A co-ordinated approach to training, development and performance management of workforce;
- Increase in capacity and focus of services in response to the needs of young people who are over-represented in the NEET cohort; and
- Reduces disparate nature of service.

### **7.2 Risks**

- Option would reduce some existing services provided through voluntary sector partners and re-location of others which may be problematic for current providers.

### Option Three: The 'In-House' Model



## **8. Option Three: Main benefits and risks**

### **8.1 Benefits:**

- Cohesive and stream-lined management arrangements;
- The creation of one Intensive Support Team with the capacity and flexibility to respond effectively to the four categories of need;
- The creation of a common and consistently pursued team purpose; and
- Unified focus on Connexions core business.

### **8.2 Risks**

- Potential loss of added value derived from deployment of staff in partner agencies;
- Contrary to emerging multi-agency / locality-based models of practice; and
- Accommodation.

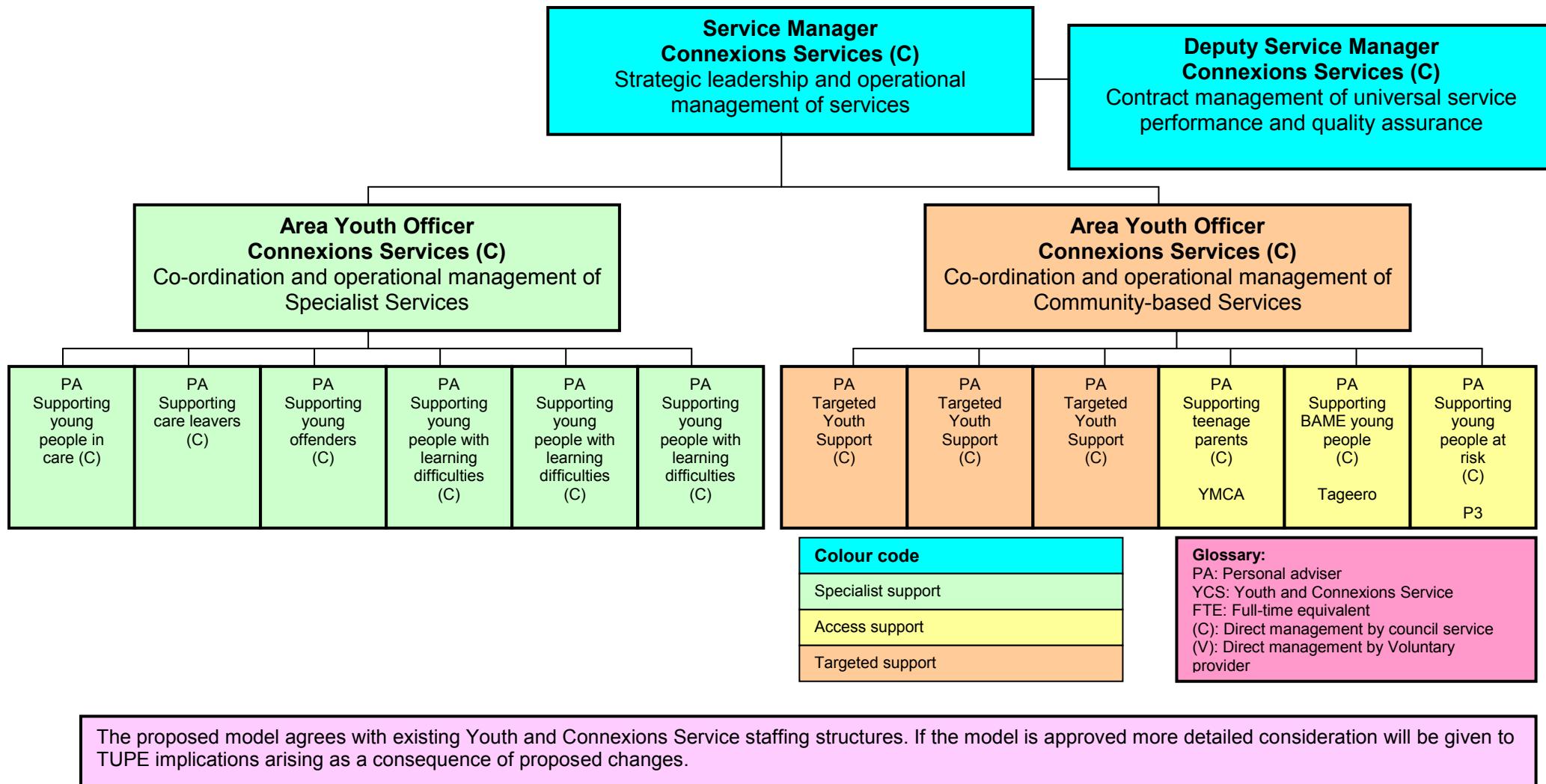
## 9. Option two in more detail: Current Intensive Service Operational Delivery Arrangements

1. 16 + Team (C) 1 FTE PA Supporting care leavers	Service Manager, Deputy Service Manager and Area Youth Officer Connexions Services (C)			2. Looked After Children Education (LAC) Team (C) 1 FTE PA supporting young people in care	
3. Youth Offending Service (YOS) (C) 1 FTE PA supporting young offenders	4. Targeted Youth Support Team (TYST) (C) 3 FTE PAs supporting young people at risk	5. P3 (V) 2.5 FTE PAs supporting a range of needs groups	6. Tageero (V) 1 FTE PAs supporting young people from black and minority ethnic communities	7. Hillingdon Youth Awareness Programme (V) 1 FTE PAs supporting young people at risk	
8. YMCA (V) 1 FTE PA supporting teenage parents	9. Behaviour Support Team (C) 1 FTE PA supporting young people moving between schools	10. Rosedale College 1 FTE PA supporting vulnerable young people		11. RAAD (V) 0.5 FTE PA supporting young people from black and ethnic minority communities	
12. CfBT 3.8 FTE PA supporting young people with LDD in Special Schools	<p><b>Glossary:</b></p> <p>PA: Personal adviser YCS: Youth and Connexions Service FTE: Full-time equivalent (C): Direct management by council service (V): Direct management by Voluntary provider</p>			<p><b>Colour code</b></p> <p>Management and co-ordination</p> <p>Access support</p> <p>Specialist support</p> <p>Targeted support</p>	

### Proposed changes to current arrangements

1. Post maintained in team but directly managed by YCS and seconded to 16+ Team	2. Post maintained in team but directly managed by YCS and seconded to LAC Team	3. Post maintained in team but directly managed by YCS and seconded to YOS	4. Posts maintained in team but directly managed by YCS and seconded to TYST	5. Resource reduced to 1 FTE directly managed by YCS and seconded to P3
6. Resource maintained at 1 FTE with post directly managed by YCS and seconded to Tageero	7. Resource withdrawn and redeployed under revised arrangements	8. 6. Resource maintained at 1 FTE with post directly managed by YCS and seconded to YMCA	9. Resource withdrawn and redeployed with function supported under revised arrangements	10. Resource withdrawn and redeployed under revised arrangements
11. Resource withdrawn and redeployed under revised arrangements	12. Function transferred to universal service through main guidance company under revised contract	The proposed changes would result in discontinuation of existing contracts and service level agreements. New secondment arrangements would be confirmed through revised service level agreements. Personnel matters including the management of any TUPE issues would be addressed as part of the review implementation plan subject to approval of recommendations.		

## 9. Option two: Proposed re-structured Intensive Service Operational Delivery Arrangements



9.1 Option two was initially identified by governing and consultative groups as the preferred vehicle to further the work of the Connexions Intensive Service. This model has been further developed to its current configuration in light of feedback received through implementation consultation.

If approved an implementation plan will be required to progress the model to the point of operational reality. The plan will include the following actions:

- Notification to existing providers of proposed changes and discontinuation of current service level agreement / contractual arrangements of services in order to introduce new model on 1<sup>st</sup> September 2010;
- Negotiation of revised SLAs and staffing arrangements including the management of any TUPE requirements;
- Confirmation of revised management arrangements; and
- Progressing specification of all intensive services.

## 10. Financial implications

10.1 The following information describes the summary costs of the proposed intensive service operations model in comparison to existing arrangements. The figures relate to changes that will have a half year effect in some cases given that the proposed changes will be implemented by 1st September 2010.

<b>Current Arrangement: Personal Advisers</b>	<b>No. of PAs</b>	<b>Previous Full Year budget 2009-10</b>
Area Youth Officer (Community-based Services)	1.0	48,830
CFBT-LDD	3.8	151,170
Tageero Ltd	1.0	34,680
RAAD Ltd	0.5	18,870
HYAP	1.0	37,740
West London YMCA	1.0	37,740
Rosedale College	1.0	39,780
P3-Asylum Team	0.5	18,870
P3-Social Exclusion	1.0	37,740
P3-Intensive	1.0	37,740
Behaviour Support Team (BST)	1.0	34,680
LACE	1.0	34,680
LCT 16+	1.0	37,740
YOS	1.0	37,740
TYST	3.0	107,080
Add: Area Youth Officer (Specialist Services)	0	0
Add: Peripatetic LDD PA	0	0
<b>FY Total expenditure</b>	<b>18.8</b>	<b>715,080</b>

<b>Proposed model: Personal Advisers</b>	<b>No. of PAs</b>	<b>Estimated Full Year budget 2010-11</b>	<b>Variance (+/-)</b>
Area Youth Officer (Community-based Services)	1.0	49,950	1,120
CFBT-LDD	0.0	0	-151,170
Tageero Ltd	1.0	39,460	4,780
RAAD Ltd	0.0	7,860	-11,010
HYAP	0.0	15,730	-22,010
West London YMCA	1.0	40,740	3,000
Rosedale College	0.0	16,580	-23,200
P3-Asylum Team	0.0	7,860	-11,010
P3-Social Exclusion	0.0	15,730	-22,010
P3-Intensive	1.0	40,740	3,000
Behaviour Support Team (BST)	0.0	14,450	-20,230
LACE	1.0	39,460	4,780
LCT 16+	1.0	40,740	3,000
YOS	1.0	40,740	3,000
TYST	3.0	118,460	11,380
Add: Area Youth Officer (Specialist Services)	1.0	34,490	34,490
Add: LDD PAs	3.0	91,090	91,090
<b>Est. FY Total expenditure</b>	<b>14.0</b>	<b>614,080</b>	<b>-101,000</b>

10.2 Figures above illustrate the costs associated with the proposed revision in arrangements and reflect the change in staffing levels and deployment locations.