

prospects

**Plan for the delivery of information, advice and guidance services
for young people in Leeds**

April 2009 – March 2010

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18/05/2009

Introduction

This plan covers the key activities that we will undertake during the first year of the contract. It also demonstrates our commitment to continuous improvement which we believe is essential in developing flexible, modern services that are well regarded by young people, families and stakeholders. This plan will be supported by team and individual work plans, ensuring that Service priorities are carried through to the frontline services that users receive.

We enthusiastically share Leeds' vision that every child and young person should be happy, healthy and successful, free from the effects of poverty and equipped to contribute to their own and the city's future wellbeing and prosperity. The services described in this delivery plan will meet all of the requirements detailed in Leeds 'Specification for the Provision of Information, Advice and Guidance Services for Young People'. We will contribute to the achievement of the priorities outlined in the Leeds Children and Young People's Plan 2006 to 2009, the Leeds 14-19 Strategy and the Local Area Agreement and fulfil the "Secretary of State's Duty" under the Employment and Training Act 1973 (amended by TURERA) through our delivery plan. We will also meet statutory responsibilities under Sections 114 and 140 of the Learning and Skills Act 2000 and the Protection of Children Act 2006.

Our vision for Leeds

Prospects vision for Leeds is of a Connexions service that inspires all young people to achieve in education, training and employment; contributing to Leeds' ambition as a major European city; driving forward the city region's prosperity; providing highest quality and value for money.

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|---------------------|--|
| INSPIRING | <ul style="list-style-type: none">• motivating young people to be ambitious and achieve in further and higher education exciting, innovative approaches• reducing numbers not in education, training or employment (NEET) and Not Known significantly so that they are well below targets• involving young people at the heart of service delivery• challenging apathy and underperformance |
| BUILDING | <ul style="list-style-type: none">• raising skills levels for people in Leeds city region• working with the Chamber of Commerce and employers to bring alive the world of work• locating Prospects' north of England head office in Leeds |
| PARTNERSHIP WORKING | <ul style="list-style-type: none">• linking with Education Leeds to promote a culture of educational success• involving community groups, parents and carers to support our vision• challenging stereotypes, narrowing the gap between the most disadvantaged and the rest |
| ACHIEVING | <ul style="list-style-type: none">• contributing to everyone's prosperity by ensuring successful transitions from education into employment• supporting a vibrant economy in Leeds and the city region• confident, active young people pursuing successful careers |

Introduction

Key Themes

There are four key themes running through this plan:

- Partnership – partnership working has been a key to our success in other contract areas and we will enthusiastically adopt this approach in Leeds. Our reputation as a partnership organisation is excellent, having consistently contributed to a broad cross section of strategic and operational partnerships, decision making structures and targets. We recognise that Leeds has a strong and successful history of partnership working through the Leeds Initiative and we will work in a collaborative, supportive and integrated manner with the diverse strategic partnerships within the city. We will work closely with Children Leeds, the 14 to 19 Strategy Group, the evolving confederations of schools and colleges, Local Area Agreement Strategy Group, Leeds VOICE, Voluntary Action Leeds, the 5 Locality Development Groups (Local Children's Trust forums), the LCSB, the Teenage Pregnancy Strategy Group and Substance Misuse Strategy Groups. This flexible and responsive approach to partnership working will enable us to be at the heart of the CEIAG network as well as being a reliable and supportive supplier to Leeds City Council and the city's young people and partners.
- High quality CEIAG delivery - Prospects is a national provider of careers education, information, advice and guidance (CEIAG) services and over the last 3 years has delivered services in 24 Local Authority areas to young people in education, employment and training and those who are NEET. We also have significant experience of working with local authorities to develop strategic approaches to the implementation of the IAG Quality Standards. We will bring our collective expertise to support the development of a shared CEIAG strategy for Leeds in which the implementation of the Standards is a core element.
- Improved outcomes for young people - we are committed to the delivery of high quality services, meeting or exceeding the demands of the contract, on time and within budget. Our focus will be on developing services that have an impact on the outcomes for young people. We will not be constrained by professional boundaries but seek to innovate to improve services for all.
- Value for money – we will provide a cost effective and efficient service, devoting the resources to front-line delivery. We will add value through our engagement on the national stage.

Every Child Matters Outcomes

As a new provider in Leeds, we will quickly establish links and build active partnerships with the main relevant local agencies, demonstrating our clear purpose and objectives linked to the achievement of the five Every Child Matters (ECM) outcomes for children and young people - as listed under ECM outcome headings below. We will measure the success of our Information, Advice and Guidance (IAG) by how well young people in Leeds achieve; increases in successful participation, particularly at age 17 and amongst key vulnerable groups; achievement of Level 2 by age 19; progression into Higher Education and reductions in the numbers and proportions of NEET and young people whose destination is Not Known to Connexions. The

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national standards for young people's IAG will be critical in demonstrating how IAG has contributed to delivering the ECM agenda and raising the quality of outcomes for young people.

In Leeds we will:

Be healthy

- Provide impartial information, advice and guidance (IAG) on the full range of health issues e.g. by working with young people's groups on healthy lifestyles and avoiding obesity
- be actively involved in multi-agency work with PCTs, teenage pregnancy specialists and other agencies
- provide training for Personal Advisers (PAs) so that they have a full understanding of the services available in the local area and are actively making referrals, particularly for those who need specialist support
- encourage agencies involved in condom distribution, sexual health and sex and relationship education (SRE) to operate from our Connexions centre and run themed events around healthy living
- work with other agencies to provide support for teenage mothers and their children on living well and re-integrating into learning

Stay safe

- be involved in the local Safeguarding Children Board and ensure that all PAs are Enhanced CRB checked and appropriately trained so that they understand Leeds' Child Protection procedures and can make prompt referrals
- train all PAs to implement Prospects' comprehensive, up-to-date Safeguarding policy and support them to do so
- work in partnership with Family Services, the VCFS and other providers of targeted Connexions services to provide programmes of support to vulnerable groups including the homeless, those involved in substance misuse and self-harm, young carers, care leavers, teenage mothers and young offenders
- undertake robust cohort management, follow up and tracking to ensure that contact is maintained with all young people, even when they move between areas, and information is shared with other agencies in line with local protocols, data sharing agreements and confidentiality requirements
- work with young people's groups, focusing on young women and young men separately when appropriate, on personal safety; train PAs in personal safety techniques so that they can offer initial advice to the young people with whom they are working.

Enjoy and achieve

- introduce an IAG entitlement for all young people based on Prospects' IAG framework linked to Leeds Learning Entitlement
- promote and explain the changes to the 14-19 curriculum including introduction of the 14 Diploma lines and Foundation Learning Tier
- strengthen the Careers Education and Guidance (CEIAG) offer in schools and colleges
- share the results of the annual activity survey with individual schools and colleges, Education Leeds and Leeds City Council to identify areas for improvement and drive up performance; this will link into the new Performance Measures for schools on post-16 destinations

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- draw up Partnership Agreements with schools and the Education Welfare Service which show the contribution we will make to reducing truancy and exclusions e.g. primary/secondary transition project focusing on younger students
- track intended destinations, ensuring all young people have an offer of a place in education and training as part of the September Guarantee; sharing this information with the LSC, schools, colleges and other agencies for planning purposes
- provide help with completing applications for financial support including Care to Learn, EMA, Higher Education and benefits so that young people can participate in learning
- contribute to retention programmes for young people in post 16 education to learners at risk of dropping out of programmes
- provide young people and their parents/carers with up to date information on training opportunities by signposting them to Leeds Pathways, the area prospectus, and helping them to make full use of this and other web sites.

Making a positive contribution:

- promote personal development opportunities including volunteering and positive activity programmes
- work closely with other agencies e.g. Youth Offending Service and the police to support initiatives to promote law abiding and positive behaviour and reduce offending
- develop and implement a Participation Strategy and Young Persons' Plan with locally agreed outcomes and a framework for measuring the impact of their involvement linked to the Leeds Hear by Right Standards

Achieve economic well being

- work with Leeds CC and other partners to meet the 2010 NEET and Not Known targets; we will aim to achieve proportional reductions across all six equality areas within the City
- undertake preventative work in Key Stage 3 focusing on positive futures
- deliver flexible Key Stage 4 work e.g. for pupils on work related and off-site programmes; PAs will provide additional support to pupils off site e.g. those on a Diploma course or Young Apprenticeship programme
- work collaboratively with partners to meet the September Guarantee, by ensuring all young people in year 11 and 12 have the support they need to secure an offer of learning and that there are robust data sharing protocols to facilitate the easy transfer of information
- ensure that full aspirations and destinations information is shared with post 16 providers and 14 -19 groups to facilitate effective planning and partnership working; this will be particularly important given Leeds' timetable for the introduction of the Diploma lines
- support more young people to stay in learning post 16 from one year courses by sharing information on young people at risk and ensuring timely referrals
- work with local employers through Prospects in the City to increase their understanding of the new learning pathways and encouraging them to be actively involved in developing and delivering high quality programmes of learning and supporting young people to achieve
- provide a recruitment agency style job brokerage service which offers high quality opportunities for young people
- complement traditional guidance with 1:1 coaching to build self-esteem, confidence and aspirations with the aim of progressing into EET

Introduction

- work with other agencies to understand the needs of disaffected groups and develop a joint approach to targeting services and promoting positive activities e.g. promotion of the Breeze offer, card and website.

Through our contribution to these outcomes we will support cross government strategies for children and young people including the Department of Health targets for reducing teenage pregnancy and the EET targets for care leavers, young offenders, teenage parents and young people with LDD. Particular areas of need in Leeds are:

- teenage mothers
- looked after children and care leavers
- young people with LDD
- young people supervised by the YOS
- young carers
- young people who leave school with few or now qualifications, particularly from low income families
- some black and minority ethnic (BME) young people
- young people who are persistently absent from school

This delivery plan is based on the needs assessment undertaken to inform the development of our Connexions tender. Working with Leeds City Council, we will update our assessment during the course of the year and incorporate any changes when this plan is reviewed and updated.

Performance - general requirements

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5	Work in close and active participation with the Children Leeds partnership and support locality model developments through engagement with the wedge groups and Confederations.	<p>Senior staff contribute to strategic and policy groups as appropriate</p> <p>Develop a flexible resources allocation model that can be adapted to meet changing needs and requirements including locality developments</p> <p>Attend and contribute to local planning activities and groups</p>	<p>Q1 Plan for involvement in groups established and participating staff identified</p> <p>Q2/3 Service Plan and resources allocation model in place</p> <p>Ongoing</p>	<p>Connexions are involved in appropriate strategic and operational groups</p> <p>Connexions staff contribute to and are deployed to work in locality arrangements as appropriate</p>	<p>Narrative update in quarterly reports</p>
5	Contribute to strategic planning in relation to the implementation of the national IAG quality standards	<p>Operations Director takes strategic lead and identifies IAG Standards Coordinator</p> <p>Establish IAG Strategy group</p> <p>Develop strategic plan for CEIAG</p> <p>Agree communications strategy</p> <p>Establish IAG groups in</p>	<p>Q1 Responsibilities allocated and representation at 14-19 meetings</p> <p>Q1</p> <p>Q3 Plan finalised and launch held</p> <p>Q2 Strategy in place</p> <p>Q3 2009 – Q3 2010</p>		<p>Evaluation strategy agreed by 14-19 group and reports presented quarterly</p>

Performance - general requirements

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5	Comply with Leeds City Council's procurement codes and practices when involved in the commissioning of services e.g. by working towards ISO 14000 to address "green issues" in procurement.	Confederations Seek Leeds CC's feedback on our procurement guidelines and make changes as appropriate Continue to work towards ISO 14000	Q2 Changes made as appropriate Q1/4 Progress monitored		
5	Comply with Leeds City Council's requirements when using agencies to recruit staff, ensuring fair and transparent recruitment processes and the engagement of the most appropriately skilled, experienced, knowledgeable and qualified staff.	Ensure Prospects recruitment practices meet Leeds CC's requirements	Q1 and ongoing	Appropriate staff are recruited transparently and fairly	Prospects internal monitoring of recruitment processes. Reports made available to Leeds CC on request
5	Provide leadership and vision on policy and legislative change to contribute to and support all aspects of the Children Leeds Every Child Matters strategy including outcomes for young people, parents/carers, schools, colleges, work based learning providers and for the wider community, including employers	Keep up to date with policy and legislative changes using Leeds Local Authority and Prospects policy alert systems Identify implications of change for IAG and the progression and support needs of young people, parents/carers and providers Make an active contribution to	Ongoing Quarterly assessment by the senior management team See above	Connexions service delivery is up to date and informed by policy and new legislation Leeds strategy is supported and influenced by contributions from connexions	Quarterly reports and annual self assessment processes

Performance - general requirements

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
6	<p>Comply with the requirements of the Equality Standard for local authorities (level 4) ensuring that Prospects' policies and procedures promote equality and diversity and that there are clear roles, responsibilities and accountability around equality and diversity. Contribute towards Leeds' equality related targets for each ethnic and LDD group.</p>	<p>strategic and policy groups as appropriate e.g. 14-19 Strategy Group</p> <p>Develop and shape services and delivery proposals to meet changing needs</p> <p>Compile equalities plan annually within the remit of Leeds equality plan and in accordance with Prospects equalities and diversity policy and plan</p> <p>Support the delivery of the plan through an equalities group and equalities and diversity 'champions'</p> <p>Train staff in equalities and diversity issues and best practice</p> <p>Use caseload management reviews and Key Steps to</p>	<p>Q4 Service reviewed as part of annual self assessment and continuous improvement processes</p> <p>Equalities plan in place July 2009</p> <p>Q2 Set up group and identify 'champions'</p> <p>Q2 Training included in annual plan</p> <p>Q1-4 Checks carried out</p>	<p>Strategic and delivery plans are refreshed annually as part of continuous improvement processes</p> <p>Services delivered meet equalities standards</p>	<p>Quarterly reports</p> <p>Monitor recruitment and equalities delivery by ethnicity and LDD group</p> <p>Key Steps to Quality reports discussed by</p>

Performance - general requirements

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8	Respond to Government directives e.g. Connexions Action Notes and changes in service delivery as required by the IYSS Contract Manager.	<p>Quality assessments to check on PA practice and challenge any evidence of stereotyping</p> <p>Identify implications of change for IAG and the progression and support needs of young people, parents/ carers and providers</p> <p>Incorporate changes into delivery models, amend plans as required and produce new guidance for staff</p>	As required	New changes are incorporated into delivery and outcomes of changes monitored against revised targets	<p>senior management team and sent to IYSS Manager</p> <p>Quarterly reports</p>
9	Comply with Leeds City Council's policy on the branding of Connexions services.	<p>Determine branding requirements with Leeds CC and partners</p> <p>Develop re-branding schedule across premises, products, publications, websites etc</p>	<p>Q1 Branding plan in place</p> <p>Q2 Roll-out scheduled over first 6 months of contract</p>	<p>Requirements understood and applied to premises and products</p> <p>All Prospects Connexions services comply with branding requirements</p> <p>Feedback from young people, parents/ carers / stakeholders show</p>	Regular audits of branding

Performance - general requirements

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
				recognition and understanding of branding and awareness of how to access services	

Safeguarding children and young people

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
9	Work in full compliance with local safeguarding arrangements ensuring that all safeguarding requirements are in place.	<p>Implement safeguarding and reporting systems to comply with Leeds safeguarding procedures and Prospects legal duty</p> <p>Ensure staff in contact with young people/young people's information have up-to-date CRB clearance as part of standard recruitment/human resource procedures</p> <p>Appoint responsible local officer for safeguarding</p> <p>Maintain internal recording and reporting of safeguarding issues/incidents and produce quarter report of incidents/immediate reports of any serious incidents for Leeds safeguarding board and Prospects Safeguarding committee</p>	<p>Q1 Systems in place at start of the contract</p> <p>Q1 and ongoing Checks completed on appointment and 3 yearly</p> <p>Quarter 1</p> <p>Q1 and ongoing</p>	<p>All relevant staff have current clearance</p> <p>Systematic management of safeguarding process in place</p>	<p>Quarter reports produced</p> <p>HR review through personnel record system</p> <p>Quarterly reports sent to senior management team, Prospects safeguarding committee and Leeds CC if required</p>

Safeguarding children and young people

Proposal Page No.	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
		Provide regular training and relevant local area training for all staff in safeguarding requirements including attendance at Leeds City safeguarding training	Q1 and ongoing Safeguarding training to Level One completed for all staff and level 2 for supervisory staff and those working with the most vulnerable	Staff are competent in dealing with safeguarding issues	Cascade database used as a tool to monitor attendance at training

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,2,3,4,6	Work with young people in all settings, including extended services, delivering impartial advice and guidance to enable them to understand and interpret information in the light of their own circumstances, needs and aspirations and to support their participation, progression, retention and achievement	<p>Finalise IAG Framework following consultation with staff, partners and young people</p> <p>Use the case load management system on Insight to allocate a named PA to all young people</p>	<p>Q2</p> <p>Q1 and ongoing</p>	A universal IAG service is provided for all young people	Analysis of feedback from young people, parents and carers and other stakeholders. Management monitoring through the MI
5,6,9,11	Undertake and respond to needs analysis in the allocation of resources, having regard to the needs of priority groups including non-attenders, underachieving black and minority ethnic groups, looked after children, teenage parents, children missing education, young offenders, young carers and children educated other than at school	Review PA resource allocation in the light of the Service Review and needs analysis carried out with all Connexions providers, priority groups to include young people on off-site provision 14-16, teenage parents, LAC, young people supervised by the YOS, Young Apprentices and young people on pre-E2E, E2E and one year post-16 courses who are at risk of not making a successful transition	Q3 New allocation in place	Reduced proportion of young people 13-16 from each equality area and across learning providers disengaging from formal learning or at risk of becoming NEET	Monitoring of PA caseloads through caseload management review meetings. Key Steps to Quality used to assess the professional practice of PAs
1,2,5,6,9,11	Ensure that young people can access comprehensive, up to date information across a range of	See section on the Provision of Information		Highest qualification achieved is recorded for all young people	

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
3,4,5,9	<p>formats including the 14-19 Area Prospectus about learning, vocational opportunities, personal development opportunities and support services including financial support</p> <p>Ensure young people have support for transition from KS3 to KS4, KS4 to post 16 and post 16 to post 18 opportunities</p>	<p>Create and deliver a programme of personalised one to one support for young people and their parents or carers which includes:</p> <ul style="list-style-type: none"> - a nominated PA for each young person - IAG through one to one interviews, group activities and independent learning - confidential advice on the full range of issues including careers, further education, relationships, sexual health, housing and substance misuse - drop in access to Personal Advisers - telephone and online IAG - support with personal and career development planning 	<p>Q2/3 Revised programme in place</p> <p>Q2 – 4 Arrangements in place to assess quality of professional practice and monitor impact of programme</p>	<p>who have contact with the provider organisation</p> <p>Increased participation and retention of young people 16-19 from each equality area and across geographical areas in learning</p> <p>High levels of satisfaction of young people from each equality area and across geographical areas with the Connexions service</p> <p>Increased access to high quality training and employment opportunities for young people, including HE</p>	<p>Analysis of feedback from young people, parents and carers and other stakeholders. MI Used to inform discussions at caseload management reviews with line manager</p>

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8,11	Record 'intended destinations' and occupational preference for young people in Years 11,12,13 and NEET young people	<ul style="list-style-type: none"> - motivational workshops for the NEET using local labour market information - Fast Tomato/Prefinio - Help in accessing and interpreting information e.g. on post-16 courses, financial support - Referral to volunteering opportunities - Job brokerage service <p>Collect intended destinations in line with national and local requirements, providing reports for Leeds CC and LSC as required.</p> <p>Put in place a system for identifying those who are at risk of having an 'undecided' or 'not known' destination</p>	<p>Q2-4 Intended destinations collected</p> <p>Q3-4 Additional support provided for 'at risk' groups</p>	<p>Recorded 'intended destinations' and occupational preference (if determined) for all young people in Years 11, 12 & 13, and young people NEET</p>	<p>Monitoring in accordance with September Guarantee requirements. Checks on quality and quantity of data including timeliness of follow up. Evaluation through management and team meetings.</p>
8,9,11	Monitor and record learning offers to young people in Years 11 and 12 under September Guarantee requirements. Ensure all young people receive an appropriate	Carry out a programme of intensive tracking and support including 'clearing' activities to ensure young people have an offer of education and training	Q2-4 Programme in place	Every Year 11 leaver, and Year 12 leavers where applicable, offered a place in learning under	Fortnightly monitoring reports produced from June onwards showing progress against the Guarantee overall and

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,5,7,8,9	offer, coordinating clearing house events as required Work with partners, including Aim Higher, to deliver aspiration-raising activities to support widening participation into Higher Education	by September and progress into a positive EET outcome Identify Leeds Aimhigher priorities and areas for possible joint working. Support Aimhigher in schools and colleges through the Partnership Agreement	Q1 and ongoing Meetings held	September Guarantee requirements	by area, school and other parameters
1,2,3,4,5,6	Ensure young people received personalised support delivered innovatively, including the use of tools such as the 14-19 Area Prospectus and CAP, the e-ILP, CAF and other IT resources	Use the IAG Framework as the basis for discussions at Partnership Agreement meetings and the increasing personalisation of the offer to each young person. Introduce the use of Fast Tomato and Prefinio as a tool to support personalisation	Q3 Partnership Agreements in place	Good transition support delivered to all young people.	Termly reviews of Partnership Agreements
1,2,3,4,5,9	Provide vulnerable young people, e.g. LAC, care leavers, teenage mothers, travellers and young people at risk of sexual exploitation, with access to an advocate, where appropriate, to support the implementation of their career and personal decisions	Use the case load management system on Insight to allocate a PA to all young people Review and strengthen links with specialist agencies e.g. Leeds Mentoring and broker access as appropriate	Q1 and ongoing Ongoing Agree Partnership Agreements if appropriate		Monitoring of MI by Performance and MI group Monitoring checks on

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,2,3,4,5,9	Refer young people to other organisations (including partners in Children's Services) to address barriers to learning and employment	Use APIR/CAF to assess need and check on the progress of individual young people Make supported referrals to other IYSS providers and/or positive activities	Ongoing Ongoing		Insight data and through caseload management reviews with line manager
1,2,3,4,5,9	Ensure young people leaving secure accommodation receive appropriate transition support, delivered in partnership with the YOS, other Connexions providers and relevant children services partners. This support will be given to young people resident in Leeds and those returning to other local authorities	Undertake a service review in Wetherby YOI and revise PA resource allocation Work closely with the YOS and targeted Connexions PAs to identify suitable supported EET opportunities at the time of release	Q2 Review completed Q3 Partnership Agreement in place		Report produced Termly review of agreement
3,4,5,9	Ensure young people can access support to develop career management skills through the support and development of career management skills across all 14-19 providers	Through Partnership Agreement negotiations ensure that PAs provide input to a range of career management activities including employability days, mock interviews	Q3 Agreements in place		Termly review of agreements
1,2,5,9,11	Provide a city centre Connexions centre offering young people drop-in facilities and guidance	Operate a centre from current premises for one year offering: - self help space	Q1 (2010) New premises fully operational	A good quality city-centre Connexions centre	Premises plan in place monitored by senior management team

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,2,3,4,5,8,9	<p>appointments</p> <p>Ensure NEET young people have information and support to access appropriate learning or work opportunities and work proactively to place young people into these</p>	<ul style="list-style-type: none"> - drop in facilities - booked appointments - access to a range of software <p>Consult with young people on the range of services on offer from the centre and work with them to develop the Saturday project</p> <p>See also section on Working with the Local Authority and Other Government Organisations</p> <p>Establish Prospects in the City to develop work with employers (see section on Work with employers)</p> <p>Reorganise job matching service to reflect new recruitment agency style service.</p> <p>Provide the following services to support NEET and 'at risk' young people:</p> <ul style="list-style-type: none"> - Job clubs, particularly targeted at the September Guarantee group 	<p>Q1 and ongoing</p> <p>Q2 Saturday project in place</p> <p>Q2 Programme in place and first seminars delivered</p> <p>Q3 New job matching service in place</p> <p>Q1 and ongoing Programme in place</p> <p>Q1 and ongoing</p>		<p>Ongoing consultation with young people through Young People's IAG group and other groups</p> <p>Feedback from young people and employers used to inform the development of the service</p> <p>Monitoring of impact of activities through team meetings and caseload monitoring meetings with line managers</p>

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,3,5,9,10,11	Ensure young people receive an appropriate needs assessment using tools which meet the APIR Framework	<ul style="list-style-type: none"> - Supported access to job fairs and open days - Deliver motivational programmes - Refer young people to volunteering opportunities <p>Undertake assessments of need from Year 7 recording the outcome in an action plan or other relevant document</p>	<p>Job Clubs piloted on a wedge/locality basis</p> <p>Q1 and ongoing</p>	<p>PAs deployed with reference to needs analysis</p>	<p>Report produced for IYSS Connexions Group on cost effectiveness of wedge/locality based delivery</p> <p>Monthly monitoring of MI by Performance and MI group. Review through caseload management meetings</p>
2,3,4,8,9	Ensure young people receive personal and progress reviews, evaluation and feedback (recorded where relevant on an action plan, individual learning plan and/or the CAF) in order to support and enhance motivation	<p>Provide training for PAs so that they are able to undertake assessments and make appropriate referrals for specialist support where appropriate</p> <p>Work with the 14-19 team to develop the use of e-ILP in the delivery of IAG</p>	<p>Q1 and ongoing</p> <p>Training delivered</p> <p>Q3 APIR/CAF targets allocated</p>	<p>Reduced number 16 – 18 year old young people NEET from each equality area and across geographical areas</p> <p>Reduction in the number of young people with 'Not Known' status</p>	<p>Monitoring checks on the quantity and quality of CAF/APIR assessment process. Team meetings to share practice.</p>
3,4,8,9	Ensure young people make timely, well presented and researched applications to post 16 further education, higher education, apprenticeships and work based training using the CAP and NAVMS where relevant	<p>Offer drop in applications clinics and workshops in schools, colleges and the Connexions centre</p> <p>Provide targeted applications support for young people who</p>	<p>Q1 and ongoing</p> <p>Q3 Details included in</p>		<p>Monitoring of applications made via the CAP and NAVMS</p>

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
11	completion of Section 139A (140) assessments as defined in the Learning and Skills Act 2000, including early transitional discussions with post-16 providers. Assist in the completion of transitional reviews at 13, 16 and 19 years of age for young people with LDD and coordinate where appropriate	<p>introduce caseload management tool</p> <p>Identify lead specialist PA to act as a reference point and resource for other colleagues</p> <p>Hold workshop over the summer to help PAs plan Section 139A activities</p> <p>Undertake 139A assessments for all young people with LDD in scope, who are planning to change setting post 16 and further assessments of young people 16-24 as required</p> <p>Work collaboratively with the Social Care, Leeds Transition Team, Mencap and People in Action</p>	<p>current arrangements</p> <p>Q3 Lead specialist identified</p> <p>Q3 PA summer school delivered</p> <p>March 2010 assessments completed</p> <p>Q1 and ongoing</p>	139A (140) assessments where relevant for young people with LDD	arrangements in place to track 100% attendance at reviews, Insight record keeping and completion of S139A and other paper work
1,7,8,9	Support cross border and out of area referrals and applications, including through the CAP during the post-16 transition	<p>Set up and implement cross border arrangements</p> <p>Provide information to the LSC to enable them to plan for and meet the educational and training needs of young people</p>	<p>Q1 and ongoing</p> <p>March 2010 Information provided to LSC for courses</p>		Monitoring arrangements in place to track referrals and applications

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,3,4,7	Ensure young people are encouraged to participate in learning up to the age of 18 by promoting all 14-19 learning pathways including Diplomas and Apprenticeships	with LDD Provide a programme of IAG in one to one and group work settings at each key transition point	starting in Sept. Q1 IAG Framework in place		Report to IYSS Connexions group on the range of support on offer and the feedback from young people
3,4,5,9	Provide services that address the needs of individual young people (component parts of services should be broken down into levels of need, using the CCIS definitions of Intensive Support, Supported and Minimum Intervention)	Work with partners to identify needs and offer an appropriate level of support: - Baseline entitlement for all young people - Additional customised programmes and support badged under our MARS(Motivating and Raising Aspirations) programme - In depth guidance and support	Q3 Partnership Agreements in place		Termly review of Partnership Agreements
3,8,9	Provide a placing service, using the Insight database to allow young people to access Apprenticeship and employment with training opportunities, support NAS and NAVMS developments and integrate into	Introduce new recruitment agency style vacancy service drawing on Prospects in the City in London Work with the central IYSS team to develop a 'front end'	Q3 New service in place Q2/3 New arrangements in	Effective discharge of Apprenticeship and employment placement duties and responsibilities	Feedback from young people and employers used to inform the development of the service Analysis of user stats

Work with young people

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	the existing 14-19 Area Prospectus and CAP as necessary	<p>for the vacancy service so that vacancies on Insight are available to young people through the Leeds Pathways site</p> <p>Provide the Prospects in the City service to Targeted Connexions PAs working in the community with vulnerable groups</p> <p>Hold jobs and careers fairs for young people at the Connexions centre/ in the community</p> <p>Provide training to all PAs on employment and training opportunities, preparing young people for employment and the placing service</p>	<p>place</p> <p>Q2 Annual programme in place and first seminars organised</p> <p>Q2/4 Events held</p> <p>See section on Workforce Development</p>		<p>through Performance and MI group</p> <p>Report produced based on feedback from these events</p> <p>Ongoing evaluation of training activities through senior management, team and one to one meetings</p>

Work with parents and carers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,5,7, 10,11	Ensure that parents/carers are supported and equipped to provide their young people with well-informed advice and information to implement their decisions and help them understand and manage any barriers to their learning through the production and provision of appropriate literature and ICT based information, including the Area Prospectus.	With the support of Prospects Performance Management and Quality Unit, undertake a Service Review mapping current activity with parents and carers across a range of settings, assessing satisfaction levels and establishing a baseline.	Q1/2 Baseline established	High proportion of parents and carers from equality area actively supporting career planning of young people Good understanding by parents/carers of progression routes and transition issues	Analysis of feedback from parents and carers events, 'Tell us what you think' forms and other surveys; also feedback from young people through the September Guarantee on the support they have received from their parents/carers.
2,5,7, 10	Work with Leeds CC and other partners to ensure that our work is consistent with, and complementary to any parent/carer support strategies and programmes delivered by Children Leeds	<p>Develop parent/carer strategy and plan that has clear objectives and targets and complements the wider Family Support and Parenting Strategy</p> <p>Use existing parents' groups and networks as a vehicle for receiving feedback on our service e.g. Parent Partnership Service, Parent Support Advisers and Respect Parent Practitioners</p> <p>Review communication with parents and carers as part of the Partnership</p>	<p>Q2 Strategy and plan in place</p> <p>Q2 Contact made with existing groups and arrangements for receiving feedback agreed</p> <p>Q3 New arrangements agreed and detailed</p>	<p>A defined and implemented strategy for communicating and working with parents and carers</p> <p>Integration of the work of Connexions Leeds with wider parents and carers strategy</p> <p>Briefing parent partnership and parenting support workers from the Local Authority and Education Leeds to enable them to support</p>	Monitoring of progress against plan at management and team meetings

Work with parents and carers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5,7, 10	Support parents and carers in all settings and in direct response to parents' requests. Undertake this work directly and in partnership with other organisations delivering IAG through an engagement programme including all ethnic and social groups	<p>Agreement discussions with schools, colleges and other providers</p> <p>Send letter to Year 7 parents/carers outlining the support available through Connexions</p> <p>Produce Year 8/9 booklet for parents and carers on KS4 options</p> <p>Send letter to Year 11 parents/carers informing them of the September Guarantee and options/careers choices including the support available</p> <p>Attend all appropriate parents evenings/events to which we are invited</p> <p>Hold a series of 'Parents and Carers Matters' workshops for parents and carers in</p>	<p>in Partnership Agreements</p> <p>Q1 (2010) Letter sent</p> <p>Q3 Booklet produced</p> <p>Q3 Letter sent</p> <p>Q1-4 Attendance data kept and reviewed at team and management meetings</p> <p>Q1-4 Events held</p>	<p>parents with learners at key transition points</p> <p>Number of contacts with parents/carers through the Connexions centre, Connexions Access Points and other venues</p> <p>Number of parents evenings or similar events attended by staff</p> <p>Number of parents sessions held in Connexions Centre, community and other venues</p> <p>Number of parents and carers from each equality area expressing satisfaction in the support and services that they receive</p>	<p>Impact measured through the results of the annual activity survey undertaken in each school/college</p> <p>Parent/carer take up of services monitored by Performance and MI group on a monthly basis</p>

Work with parents and carers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
		<p>schools, the Connexions centre and community settings</p> <p>Help plan, organise and deliver multi-agency events for parents and carers</p> <p>Hold an event for the families of young people with LDD who are being educated out of area</p> <p>Recruit parent/carer volunteers and establish links with existing networks e.g. Parent Partnership Service</p> <p>Develop online IAG resource for parents and carers as part of the Leeds Pathways prospectus. This will include:</p> <ul style="list-style-type: none"> - Materials on issues relating to their children's career and personal development including labour market information 	<p>Q1 Contact made with Cluster Groups, FASTT and other groups</p> <p>Q4 Events held</p> <p>Q3 First group of volunteers recruited and operational</p> <p>Q4 Resources available online</p>	<p>Number of parents and carers confident to support their children with transition and career planning</p> <p>Appropriate information provided for all parents/carers at key transition points for young people</p>	<p>Monitoring of the number of 'hits' on the parents/carers part of the site by the Information Manager</p>

Work with parents and carers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
		<ul style="list-style-type: none"> - Signposting to further sources of support e.g. Connexions Direct - Important dates and events e.g. college open days - Links to relevant, useful groups e.g. Extended Schools Cluster Groups 			

Work with the local authority and government organisations

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8,9, 11	Work closely with Leeds CC, Education Leeds, Children Leeds and the 14-19 partnership and commit to achieving the outcomes and targets set out in the 14-19 Education Plan. Be held accountable for actions identifies as theirs to deliver and actively contribute to the Leeds 14-19 Strategy ensuring that the workforce is kept up to date with local and national initiatives and policy developments	<p>Develop plans, delivery models and services in partnership with Leeds CC, Education Leeds, Children Leeds and the 14-19 partnership</p> <p>Lead on the development of CEIAG services across Leeds ensuring that the authority meets its statutory requirements</p> <p>Work closely with Leeds CC over the development of the Insight database to build capacity</p> <p>See also section on Training</p>	<p>Q1 and ongoing Operations Director to take a lead supported by colleagues from the wider Prospects group As above</p> <p>Q1 and ongoing Involvement of corporate Performance MI manager in the development</p>	<p>Reduction of young people NEET from each equality area & those with no known destination (Not Known) numbers in line with the 2010-11 PSA target</p> <p>Analysis and presentation of labour market information to inform 14-19 curriculum planning and commissioning of learning provision</p>	<p>Monthly meetings between Prospects' Managing Director and the Leeds Operations Director to review progress. Feedback from contract monitoring meetings with Leeds CC and 'a day in the life of' Prospects' visits by IYSS Manager and 3 other members of the partnership (Q2)</p>
8,9	Contribute to the development of processes to prepare, support, evaluate, assess, report and review the quality of IAG services in Leeds, in line with the National Quality Standards for IAG	<p>Appoint IAG Standards Coordinator to support the development of the wider IAG strategy for 14-19</p> <p>Work with Education Leeds and the IYSS Manager to set up IAG strategy group</p>	<p>Q1 Coordinator appointed</p> <p>Q1 Group set up</p>	<p>A self evaluation report of provider services against the NOSIAG with recommendations for improvement</p> <p>Analysis and presentation of management</p>	<p>Regular meetings between Coordinator and line manager to review progress against work plan. Feedback from the 14-19 team and learning providers.</p>

Work with the local authority and government organisations

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8,9	Undertake a self evaluation of services against the national IAG Quality Standards and make recommendations for improvement in advance of any independent assessment	Undertake self assessment and develop an action plan to address any areas where the Standards are not met	July 2009 Assessment completed and plan in place	information about young people's aspirations and intended destinations is used to inform 14-19 curriculum planning and commissioning of learning provision	Progress against action plan reviewed at senior management team meetings and through company guidance group
8,9, 10	Support the outcomes of the Leeds 14-19 Review, responding to changing delivery requirements likely to come about through the organisation of learning and support services for young people on an area basis and through the merger of three FE colleges	<p>Make changes to the PA deployment model following the service review, ensuring continuity of access to IAG for young people</p> <p>Review model once new wedge tender arrangements are in place</p>	<p>Q3 Revised deployment model in place</p> <p>Q4/Q1 (2010) Model reviewed</p>	Career and learning issues are fully considered within Children Leeds planning and commissioning processes	Progress reports at 14-19 partnership meetings
6,8,9 11	Active involvement in meeting the Leeds ECM outcomes and CYPP, this includes contributing to the development and delivery of the IYSS Connexions Delivery Plan, the NEET strategy and the Targeted Youth Support Strategy	<p>Agree contribution to ECM and CYPP outcomes developing and writing elements of the IYSS Connexions Delivery Plan as appropriate</p> <p>Undertake Partnership Review to gain a better understanding of the partnership and develop approaches to joint working</p>	<p>Q1 and ongoing</p> <p>Q2 Review completed</p>	Achievement of cross cutting targets (the contribution to such cross cutting targets will be evidenced)	Progress reports at IYSS Connexions and NEET Strategy groups

Work with the local authority and government organisations

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8,9 10	Work with Education Leeds to support the Diploma Gateway process and in developing innovative models of IAG delivery across Diploma consortia	<p>Draw in colleagues with specific expertise from other parts of the Prospects Group to help develop services</p> <p>Undertake a comprehensive review of performance against the NEET and Not Known targets and put an improvement plan in place</p> <p>Support the development of the targeted youth support service through:</p> <ul style="list-style-type: none"> - early identification of vulnerable young people - early support for vulnerable young people in universal settings - personalised IAG - support across transitions <p>In consultation with Education Leeds and learning providers:</p> <ul style="list-style-type: none"> - pilot Confederation based delivery models where a team of PAs work with a group of schools but there is the flexibility to take a 	<p>Q1 and ongoing</p> <p>Q1 and ongoing</p> <p>Q1 and ongoing Deployment model revised as new wedge based contracts are awarded</p> <p>Q2 PA summer school organised</p> <p>Q3 Partnership Agreements negotiated with learning providers</p>	<p>Common application process fully integrated into the Connexions Service</p> <p>Evaluation of emerging IAG models across learning providers and</p>	<p>Impact of these arrangements reviewed by Operations Directors' group</p> <p>Progress reports at NEET Strategy group</p> <p>Analysis of feedback by senior management team</p> <p>Partnership Agreements reviewed on a termly basis</p>

Work with the local authority and government organisations

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
9,11	Support the development of a high quality and comprehensive 14-19 Area Prospectus and embed the CAP into day-to-day guidance activity including establishment of systems for integrating the CAP into Connexions service management information and administrative processes	<p>team approach</p> <ul style="list-style-type: none"> - train PAs to take on the role of IAG 'champion' in schools - develop integrated CEIAG programmes which build in use of e-ILPs, Leeds Pathways and the CAP - support schools/colleges to make full use of ICT in IAG including access to Prospects web based Careerfinder programme <p>Deploy information specialist adviser to coordinate the 14-19 prospectus and CAP including:</p> <ul style="list-style-type: none"> - 'Advice and Guidance' and 'News and Events' sections - Quality assuring learning provider entries - Promoting use of Leeds Pathways - Managing and developing the practitioner area - Providing MI - Tracking applications, 	<p>Q4/Q1 (2010) Review of new models of delivery</p> <p>Q1 Information specialist in post and handover of responsibilities for day to day MI and administrative processes from 14-19 team</p>	<p>Diploma delivery consortia and presentation of findings to 14-19 strategy group</p> <p>Undertake consultation and evaluation of new models for delivery of IAG services within an area based structure.</p> <p>Innovative models of IAG in place across Diploma consortia</p> <p>A high quality and comprehensive 14-19 Area Prospectus and common application process embedded into day-to-day guidance activity</p>	<p>Report presented to 14-19 partnership</p> <p>Feedback from 14-19 team, learning providers and young people</p>

Work with the local authority and government organisations

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,8	Work to a Partnership Agreement with Jobcentre Plus in supporting young people. Ensure that a suitable process is in place for young people to receive Learning Focused Interviews, in line with Jobseekers Allowance rules	<p>offers and enrolment</p> <ul style="list-style-type: none"> - Staffing the helpdesk - annual Insight data cleansing for Yr10 cohort to ensure accurate data exports to CAP - Managing learner records and providing log ins - Maintaining a log of errors and liaising with the software provider - Consulting young people on how they use the Area Prospectus and changes they would like <p>Negotiate a Partnership Agreement with Jobcentre Plus. Agreement to include:</p> <ul style="list-style-type: none"> - joint activities to support NEET and Not Known strategy e.g. Fast track entry to New Deal - exchange of data - support for young people attending Job centres requiring IAG - ensuring Learning Focused Interviews are conducted in line with JSA rules 	Q2 Agreement in place		Termly review of Agreement

Work with the local authority and government organisations

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,7,9	Support developments around the National Apprenticeship Service(NAS) and the National Apprenticeship Vacancy Matching Service (NAVMS) and integrate into existing 14-19 Area Prospectus and CAP	<p>- Administration of under 18 JSA claims</p> <p>Develop links with the NAS and NAVMS to ensure information about apprentice programmes are available to young people</p>	Q1 and ongoing		Monitoring of submissions through Performance and MI group
2,9,10	Facilitate, as appropriate, the sharing of premises, joint working and multi-agency working to provide a high quality service to young people	<p>Work with the IYSS manager in developing our plans for multi-agency working</p> <p>Continue discussions with a range of partners about the setting up of a multi-agency centre including:</p> <ul style="list-style-type: none"> - Youth Service - City Wise CaSH - Leeds Primary Health Care Trust - Housing associations <p>Project manage move to new centre</p>	<p>Q1 and ongoing</p> <p>Q1 and ongoing</p> <p>Q1 Premises plan in place Beginning of Q1 (2010) Move to new premises</p>		Progress updates provided for IYSS Connexions group

Work with learning providers (schools, colleges, work based and others)

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8,9	Work with all learning providers to deliver an effective impartial information, advice and guidance service which meets the national Quality Standards for IAG	Undertake an audit against the standards with 75% of learning providers and agree an action plan for improvement	Q4 Audits completed and plans in place	NOSIAG met by all learning providers in Leeds	
9,10, 11	Establish robust, clear partnership agreements with each learning provider, specifying agreed level of service based on open and transparent formula. These agreements will be reviewed in line with learning providers' planning cycle	Agree resources allocation formula with Leeds CC Negotiate Partnership Agreements with all learning providers	Q2 Resources allocation agreed Q3 New agreements in place	Increase numbers of young people from each equality area moving into a positive destination post 16 Increase retention of learners from each equality area and across geographical areas in sixth form, FE and work based learning	Monitoring of days spent in school/college by team managers Termly review of Partnership Agreements
9,10	Offer an information service to all learning providers to ensure information about progression and qualifications including Diplomas, the foundation learning tier and vocational learning opportunities is available to all young people	See section on Provision of Information Resources		High quality careers education and IAG delivered to all learning providers	
8,9	Ensure IAG service delivery reflects local 14-19 arrangements; respond to change and development as part of Leeds 14-19 review	Respond to changes as appropriate e.g. the college reorganisation	Q1 and ongoing	Participate in area based meetings as part of the development of confederations to improve IAG service delivery and respond to	Reports presented to IYSS Connexions group
8,9	Give a strategic steer and direction	Working in partnership with	Q2 Group in place		

Work with learning providers (schools, colleges, work based and others)

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5	<p>around careers education and IAG policy developments and initiatives for all 14-19 stakeholders</p> <p>Ensure appropriate levels of 'in-reach' activity takes place at the local secure estate (Wetherby YOI and Eastmoor Secure Unit). Work in partnership with the YOS and secure estate</p>	<p>Education Leeds and Children Leeds, set up an IAG Steering group</p> <p>Develop a Partnership Agreement with the YOS</p> <p>Undertake a service review with Wetherby YOI and revise resource allocation</p>	<p>Q3 Agreement in place</p> <p>Q3 Review completed and new allocation in place</p>	<p>local need</p> <p>All young people in the local "secure estate" have access to appropriate IAG during their time in custody and immediately prior to release.</p>	<p>Agreement reviewed twice yearly</p> <p>Report produced</p>
9,10	<p>Raise awareness amongst learning providers of the role of the IYSS, including the integration of services as required in Youth Matters</p>	<p>Partnership Agreements detail arrangements for multi-agency working and dissemination of IYSS information and activities</p>	<p>Q3 Agreements in place</p>	<p>All young people have access to appropriate IAG when determining key stage 4 and post 16 choices</p>	<p>Agreements reviewed each term</p>
9,10 11	<p>Provide a programme of support for the development and delivery of careers education in schools, colleges, work based and other 14-19 learning providers, referencing Better Practice II and including:</p> <ul style="list-style-type: none"> - support for CE coordinators to design and manage programmes, linked to 14-19 curriculum - enhanced support for young people making KS4 options choices 	<p>Provide programme of inset based on an annual training needs analysis agreed with 14-19 team including:</p> <ul style="list-style-type: none"> - support for the assessment and implementation of the IAG Standards/information on quality awards - institution and consortium based consultancy/training - regular newsletters - support pages within Leeds Pathways 	<p>Q2 Prospectus published</p>	<p>Staff delivering careers education have good understanding of qualification frameworks and progression pathways</p> <p>School and college staff (including teachers and support staff) able to support use of the 14-19 area prospectus and</p>	<p>Feedback collected from participants after each workshop/training session. Quarterly report produced for Connexions Strategy group giving details of the number of participants and satisfaction levels</p>

Work with learning providers (schools, colleges, work based and others)

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
9	<ul style="list-style-type: none"> - inset for learning provider curriculum, support, SLT and Diploma consortia staff on CE/IAG - labour market intelligence and information - support learning provider staff with information on progression planning/career pathways linked to curriculum <p>Allocate PAs to schools and colleges in line with a needs analysis of support levels required</p>	<ul style="list-style-type: none"> - labour market updates - PAs as IAG champions - range of information products and resources - STEPS series and other curriculum materials - consultancy support to maintain Connexions access points - online training resources <p>Allocate PA resources using a needs based formula. Allocation to allow for:</p> <ul style="list-style-type: none"> - cohort size - schools where a high proportion of leavers become NEET - schools where less than 30% achieve 5 A-Cs - those in receipt of FSM - number of young people with LDD 	Q2 Revised allocation in place	<p>the common application process</p> <p>Provision of a lead and named Personal Adviser for every learning provider</p>	Monitoring of days spent in school/college by team managers and corrective action taken as appropriate
1,8	Complete the Activity Survey for Year 11 leavers in line with CCIS requirements including a comprehensive report for schools and other organisations to provide	<p>Produce Activity Survey project plan and brief staff</p> <p>Work with providers to confirm destinations</p>	<p>Q2 Interim destinations reports produced by school</p> <p>End of February</p>	Increase progression from Year 12 to Year 13 and from first to second year in FE and within work based	Performance and MI group oversee the exercise and carry out an annual evaluation to determine its

Work with learning providers (schools, colleges, work based and others)

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	the information at Local Authority, school and individual learner level	following Guarantee offers and record on CCI	2010 Final reports produced and circulated	learning	effectiveness

Work with employers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
3,9	Work with local employers in a framework agreed with 14-19 partnership and others including the Chamber of Commerce and EBP. Conclude Partnership/Service Level Agreement with the Leeds Chamber of Commerce and Leeds EBP	Establish a Partnership Agreement with the EBP and Chamber of Commerce that outlines: <ul style="list-style-type: none"> - priorities for the year - communication mechanisms - key activities that will be undertaken jointly or as individual organisations - how services will be evaluated 	Q1 Partnership Agreement negotiated	Links established with employers' organisations and local skills boards Prospects in the City has made effective links with key employer organisations including the Chamber of Commerce and EBP	Mid-year review of Partnership Agreement
3,5,8, 10,11	Work with local employers and employers' organisations to ensure that employers: <ul style="list-style-type: none"> - value the contribution all young people can make to their workforce and understand their obligations to contribute to their development within the context of the Skills Agenda - are aware of curriculum developments impacting on the learning of young people are aware of, and encouraged to contribute to career and vocational 	Work with the Chamber of Commerce, EBP, local skills boards and 14-19 partnership to contribute to the strategy for informing employers and keeping them up to date with developments in education Work with employers to promote the benefits of employing and training young people and working with them during their education	Q1 and ongoing Q2 Publication produced for employers	Increased employer understanding of the role of IAG and of 14-19 reforms Fewer young people from each equality area and across geographical areas enter employment which has no training opportunity	Monitoring of the placement of young people into employment by postcode and ethnicity. Data used to set targets for improvement and target resources accordingly

Work with employers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
3,5,8, 10,11	<p>learning and other learning providers</p> <p>All Connexions PAs have a good understanding of the employment opportunities available and likely future developments in the labour market</p>	<p>Train Personal Advisers to work with employers and engage them in discussions about the benefits of having a skilled workforce</p> <p>Support Leeds CC to develop press communications to promote diversity in the workplace</p> <p>Through Prospects in the City work with employers to design seminars, city walks and events for young people engaged in diplomas</p>	<p>Q2 Annual training programme in place</p> <p>Q1 and ongoing</p> <p>Q2 First seminars/events take place</p>	<p>Local knowledge developed around skills and labour market issues</p>	<p>Monitoring through Key Steps to Quality observations and assessments of PA practice. Issues picked up through Keep in Touch meetings</p>
3	<p>Ensure accurate and up to date information about employment and training opportunities for young people is made available to young people and appropriate staff (including other Connexions providers). Provide a placing service using Insight to allow young people to access Apprenticeship and employment with training</p>	<p>Develop an LMI website to support Personal Advisers working across the city. In addition, ensure PAs have access to visits and seminars to key employers</p> <p>Allocate PA time (2 days per year) to undertake employer</p>	<p>Q1 Discussions held with Leeds CC to determine appropriate location for LMI site</p> <p>Q4 Site operational</p> <p>Q3 Revised PA resource allocation</p>	<p>Labour market information (LMI) from a range of sources is analysed, presented and disseminated to a variety of end users including learners, parents and carers, and learning providers</p>	<p>Feedback from end users about the LMI website analysed by senior management team</p>

Work with employers

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
3,5	<p>opportunities</p> <p>Work with employers to produce local case studies which demonstrate the changing 14-19 curriculum, the benefits of training and the benefits of equality and diversity in recruitment for employers across all sectors</p>	<p>visits, support opportunity search. In addition PAs working in schools with a specific vocational or subject specialism will undertake a research project</p> <p>Set up recruitment agency style service for young people using the Insight database.</p> <p>Through Prospects in the City coordinate the development of case studies for young people, parents and carers and other employers</p>	<p>in place</p> <p>Q3 New service fully operational and targets set to improve the number of opportunities available</p> <p>Q1 and ongoing</p>	<p>Case studies are published to support LMI analysis</p>	<p>Quarterly report presented to Connexions Strategy group</p>

Work with community and voluntary agencies

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,2,3, 4,5,8, 9,10, 11	<p>Work in collaboration to ensure that:</p> <ul style="list-style-type: none"> - voluntary and community organisations can contribute to the learning of young people and are encouraged to do so - the work of Children Leeds in supporting young people's progression through learning and work is widely understood by the VCFS - further development is influenced by feedback from the sector - they work flexibly with VCFS partners to provide services in a range of environments enabling young people to access support in their preferred location - provider agency staff are aware of the range of VCFS support services for young people and make best use of them to support and sustain transitions - workers are supported and trained to work inclusively and adapt to different working environments when offering outreach in a community setting 	<p>Involve voluntary and community sector organisations in a Partnership Review including current arrangements for deploying PAs in the community</p> <p>Develop joint working arrangements with a range of VCFS partners including the West Yorkshire Youth Association</p> <p>Encourage organisations to use/offer services from the Connexions centre and attend staff meetings to share knowledge and practice</p> <p>Review current referral mechanisms, identify any gaps and make changes as required</p> <p>Ensure attendance of our managers at PA Manager</p>	<p>Q1/2 Service review completed</p> <p>Q1 and ongoing Arrangements in place to deliver joint activities and events</p> <p>Q1/4 VCFS partners encouraged to become involved in new multi-agency centre</p> <p>Q4/Q1 (2010) Arrangements reviewed once new contracts in place</p> <p>Ongoing</p>	<p>Mechanisms established and maintained to promote the contribution of the voluntary, community and faith sector</p> <p>High satisfaction levels of the successful provider's service for voluntary sector service agencies and their users</p> <p>Effective engagement of marginalised young people in a VCFS setting</p> <p>Effective referral mechanisms between the VCFS agencies and the provider organisation</p> <p>Good use of non Connexions funded</p>	<p>Monitoring and review of arrangements through Connexions Strategy group</p> <p>Monitoring and review of Partnership Agreements with CCFS partners</p> <p>Monitoring of referrals by Performance and MI</p>

Work with community and voluntary agencies

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
		<p>and other meetings so that managers and staff can share and learn from each other</p> <p>Use Insight to record referrals</p> <p>Run briefings on learning and training opportunities including bespoke events for VCFS staff to meet providers and understand their provision</p> <p>Provide job and training vacancy bulletins</p> <p>Seek out opportunities with VCS to bid for additional funding.</p>	<p>Q1 and ongoing</p> <p>Q2 and ongoing Training included in annual CPD prospectus</p> <p>Q1 and ongoing Vacancy bulletin produced on a weekly basis</p> <p>Q1-4 Bids submitted</p>	<p>VCFS services to complement CE/IAG work and support yp to achieve and sustain EET activity</p>	<p>group</p> <p>Annual evaluation of training and development activities by senior management team</p> <p>Feedback from VCFS partners as part of annual self assessment</p>

Work with the Connexions partnership

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
8,11	Work with other Connexions providers to alter delivery in line with ongoing needs analysis for prioritisation of services, in line with IYSS Connexions delivery plan and the CYPP	<p>Undertake Partnership Review with partners and set priorities for the year with clear objectives and targets</p> <p>Changes made to staffing structure as appropriate following consultation with Unison</p>	<p>Q1/2 Review completed and plan produced</p> <p>Q2 New structure in place</p>	<p>Good levels of understanding and collaboration between Connexions providers</p> <p>Shared communication strategy for Connexions services</p>	Monitoring arrangements in place to measure take up of services. Results reviewed and evaluated at management and team meetings
8,10	Play an active role in the Connexions partnership, with a full contribution to the IYSS governance structure and all relevant working groups	Operations Director works closely with the Head of IYSS and IYSS Manager to agree Prospects' contribution to strategic and working groups	Q1 and ongoing		Effectiveness of arrangements reviewed by Operations Director, Head of IYSS and IYSS Manager
10,11	Work to agreed referral processes to ensure young people access PA support from the most appropriate Connexions provider	<p>Working with the IYSS and NEET Activity Managers and other partners review current referral arrangements e.g. to check consistency and revise as appropriate</p> <p>Using CCIS monitor inter-agency referrals and undertake an annual survey to obtain feedback from</p>	<p>Q3 Review completed and new procedures in place</p> <p>Q4 Survey completed and report produced</p>	Coherent system for referral between Connexions PAs based in different organisations	<p>Team managers monitor caseloads including referrals on a monthly basis using Prospects caseload management tool</p> <p>Report presented to Connexions IYSS Group</p>

Work with the Connexions partnership

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
10,11	Work to case-loading levels for PAs agreed with other providers and the IYSS contract manager	<p>young people and their families on the quality of the referral process</p> <p>Work within agreed case loading protocols, reviewing arrangements in the light of new wedge based delivery arrangements</p>	<p>Q4/Q1 (2010) Arrangements reviewed once new contracts in place</p>		<p>Team managers monitor caseloads on a monthly basis using Prospects caseload management tool</p>
3,4,8, 11	Work with other Connexions providers to coordinate the tracking of young people, in line with CCIS requirements	<p>Sign up to Leeds CC's information sharing protocol and any sub-regional agreements</p> <p>With the move to Insight, revise the tracking and follow up guidelines and procedures, ensuring that the requirements in Action Note CX231 are met and there is clarity about roles and responsibilities in relation to young people who are 'Not Known'</p> <p>Offer training to other Connexions partners</p>	<p>Q1</p> <p>Q1 Tracking guidelines and calendar in place</p>	<p>Clear tracking systems in place with all Connexions provider organisations</p>	<p>Monitoring and review of performance through NEET Strategy group. Internal monitoring and review of effectiveness of procedures through Performance and MI group</p>
2,9,	Make information such as job	Review current	Q2 Project plan		Feedback on new

Work with the Connexions partnership

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
10	vacancy details available to all other Connexions providers and work with them to ensure that all PAs have a good understanding of information provided and are able to use it appropriately with young people	<p>arrangements for sharing information on job and training vacancies and explore feasibility of making them available to young people and other Connexions providers through the Leeds Pathways area prospectus</p> <p>Circulate vacancy bulletin to other Connexions providers</p> <p>Provide training for partner agencies in vacancy handling and submissions</p>	<p>produced in discussion IYSS Manager and Education Leads</p> <p>Q1 and ongoing Vacancy bulletin produced on a weekly basis</p> <p>Q2 and ongoing Training included in annual CPD prospectus</p>		<p>arrangements through the PA Managers group</p> <p>Feedback from participants using Participation Evaluation Tool. Annual evaluation of training activities.</p>

Provision of information

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,8,11	Meet CCIS requirements, using the Insight system, to ensure continuity of support, accommodating the mobility of young people across the region and between local authorities and contributing effectively to tracking them	Work with the IYSS and partners to maintain and develop the Insight system e.g. by agreeing a common approach to caseload management, follow up and tracking	Q1 and ongoing	Compliance with CCIS requirements	Updates given at Check Point and IYSS Connexions meetings
8,11	Provide relevant, appropriate CCIS compliant data to the Local Authority using Insight	Provide statistical and management reports to Leeds CC	Q1 and ongoing Information provided to agreed timetable	Management information and statistical data provided in accordance with contract requirements	Data quality assured by managers with support of Prospects Performance Data Manager
8,11	Ensure details of all young people in education in Leeds are on Insight, in line with CCIS requirements. Liaise with learning providers to get up to date information on young people's situations	Establish roles and responsibilities in relation to data capture, input, exchange, transfer, search, analysis and reporting	Q1 Responsibilities agreed with Children Leeds		
8	Work with Connexions delivery organisations in other LA areas to ensure the tracking and support of young people across boundaries, in line with CCIS requirements	Agree protocols with neighbouring areas	Q2 Written protocols in place		Twice yearly review of protocols
8,9	Provide accurate up-to-date information on all Connexions services in Leeds to Connexions	Nominate information to be the key contact for the SLA with Connexions Direct	Q1 and ongoing		Monitoring of Connexions Direct stats by senior management

Provision of information

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,5,9	<p>Direct as part of the service level agreement between them and the LA; and to the Children Leeds Partnership</p> <p>Work with Education Leeds to develop a 14-19 Area Prospectus responsive to the needs of young people with additional support needs, including LDD</p>	<p>Invite Connexions Direct to our annual resources fair and publicise service widely</p> <p>Work with the 14-19 team to develop a format that is accessible to young people with LDD</p>	<p>Q1 and ongoing Run focus groups and support pilot projects as required</p>	<p>Fully implemented common application process</p> <p>High quality 14-19 Area Prospectus meeting the needs of all young people in Leeds</p>	<p>team</p> <p>Monitoring by senior management and 14-19 teams</p>
1,3,5,9	<p>Produce LMI to meet the needs of young people, using LMI produced by Connexions Direct, Yorkshire Forward, Leeds CC and others; present appropriately to support young people in making informed decisions; consult employers' organisations through the Chamber of Commerce/Skills Boards</p>	<p>Through Prospects in the City, work with Leeds CC, the Chamber, Yorkshire Forward, Leeds Ahead and other partners to research accurate LMI for young people, ensuring it is complimentary to existing resources e.g. Uexplore</p> <p>Develop a programme of events and seminars</p>	<p>Q1 and ongoing</p> <p>Q2 Programme in place for year</p>	<p>Good range of local labour market information available to support young people's progression planning</p>	<p>Feedback from young people, employers, learning providers, parents and carers on the effectiveness of the LMI is used to inform future planning</p>
9,10	<p>Ensure accurate local LMI informs careers education and guidance including the integration of LMI and progression opportunities into cross curriculum resource materials.</p>	<p>Produce a range of resources to support curriculum delivery</p>	<p>Q1 Agreement reached with LCC and Education Leeds about range of resources to be provided</p>		

Provision of information

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
1,3,5	Produce local information in a range of formats to support career and progression planning for young people and parents/carers at transition points	Agree a range of products and resources to be produced in year 1 and a suggested timescale for production. Products to include: <ul style="list-style-type: none"> - a publication for Year 11 with a version for parents - a publication for Year 8/9 on choosing options including an Area Prospectus version - LDD publication focusing on transition - LMI handouts by sector - Post-16 information on university progression and the financial support available 	As above Q1 and ongoing	High quality local information and publications to support career and progression planning available to young people, parents, Connexions staff and learning providers at key transition points	Feedback from focus groups with young people on Prospects product range
8,9,10	Produce local case studies for the 14-19 Area Prospectus, Diploma consortia and capture innovative practice around NEET reduction, delivery of guidance and equal opportunities to support 14-19 local developments	Through Prospects in the City coordinate the development of case studies for young people, parents and carers and other employers, promoting shortage skills areas e.g. healthcare, digital media and transport	Q1/2 Meetings held to agree way forward and draw up project plan	High quality and coherent IAG web based resources are available, learning providers supported re. provision of Connexions Access Point	Progress report at IYSS Connexions and 14-19 groups

Provision of information

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
3	<p>Contribute to developing coherence of local web-based information and ensure that local web based resources (www.leedspathways.org.uk and www.breezeleeds.org websites) contain relevant high quality information on IAG/Connexions to meet the needs of all young people in Leeds</p>	<p>Integrate web based information into the Leeds Pathways and Breeze sites</p> <p>Maintain and develop the IAG elements of the sites</p> <p>Promote the Breeze and Pathways site to young people</p>	<p>Q2 and ongoing</p> <p>Q1 and ongoing</p> <p>Q2/3 Publicity produced</p>	<p>Young people have access to job vacancy information</p>	<p>Quarterly report to IYSS Connexions group on vacancy service</p>
1,3	<p>Ensure that young people continue to have appropriate access to local job vacancy information</p>	<p>Complete migration of data from Aspire to Insight</p> <p>Explore feasibility of making them available to young people and other Connexions providers through the Leeds Pathways area prospectus</p>	<p>Q1-4 Vacancies advertised</p> <p>Q2/3 Discussions with Education Leeds and IYSS and plan agreed</p>		
1,3	<p>Make resources and materials developed in this contract freely available to all members of the Leeds Connexions partnership</p>	<p>Provide Fast Tomato/Prefinio and Steps online free of charge to learning providers</p> <p>Make publications produced for Leeds CC available to all partners</p>	<p>Q1 Letter sent to learning providers and training offered</p> <p>Q1 and ongoing Publications made available in hard copy and PDF</p>		

Workforce development

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
10	Ensure staff are qualified to the required national standards and expert in fields relevant to the delivery of the specified services.	<p>Put in place arrangements for NVQ training and identify appropriate pathway for unqualified or partly qualified PAs</p> <p>Put in place arrangements for underpinning knowledge programmes (PADP) and course dates set.</p> <p>Review existing mentoring arrangements for new staff and make changes if necessary</p>	<p>Q1 Arrangements in place</p> <p>Q1/2 Programme in place and dates set</p> <p>Q1/2 Arrangements in place</p>	<p>Appropriately knowledgeable and qualified staff delivering IAG services</p> <p>Number of qualified staff</p> <p>Number of staff working towards a qualification</p> <p>Quality assurance process for workforce development in place</p> <p>Number of PAs accessing inset/CPD</p>	<p>Regular progress reports produced by NVQ centre. Issues raised at individual Keep in Touch and Personal Development Review meetings</p> <p>Effectiveness of mentoring arrangements reviewed at 3 and 6 month probationary reviews</p>
5,8,9, 10	Comply with local authority training requirements including ECM, Safeguarding, CAF, Lead Professional, Contact Point, e-ILP, CCIS, Leeds Pathways and the CAP as required	<p>Provide training in all key policies e.g. safeguarding, health and safety, equality and diversity, data protection/information sharing and quality assurance</p> <p>Produce training schedule for PAs</p>	<p>Q1 and ongoing</p> <p>Q1/2 Schedule in place</p>	<p>Number of PAs expressing satisfaction with the inset/CPD they receive</p>	<p>Ongoing evaluation of training activities through Keep in Touch meetings with line manager</p>
5,8,9	All Personal Advisers are entitled to	Set up Team Space IT site	Q2 Site operational	PAs are up to date with the 14-19 reform	Cascade database used

Workforce development

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
10	and expected to participate in an annual programme of professional development activities including providing guidance, support and leadership. PAs receive training in 14-19 reforms and developments in guidance delivery including use of new models and innovative practice	<p>as a tool for training</p> <p>Draw up training plan based on key priorities in new contract, training needs analysis and areas for development identified through audit against IAG standards</p> <p>Release staff to attend multi-agency and other training as required</p> <p>Use Cascade database used to record all training undertaken</p>	<p>Q1/2 Personal Development Reviews completed with all staff and training plan drawn up</p> <p>Ongoing</p> <p>Q1 All staff set up with log ins and passwords</p>	<p>programme and developments in guidance delivery including use of new models and innovative practice</p>	<p>as a tool to monitor PA participation in professional development activities. Reports discussed at management team meetings</p> <p>Annual evaluation of training activities reviewed by senior management team</p>
5,8,9, 10,11	Ensure all relevant staff receive training on participation of young people including the Hear by Right Standards for Leeds	Include training on participation of young people in the annual training programme	Ongoing	Evidence of progression against the Hear by Right Standards for Leeds	Arrangements reviewed through focus groups with staff
5,8,9 10,11	All staff receive regular professional supervision in order to deliver the best quality service to young people	Put in place arrangements for internal and external supervision	<p>Q1 Arrangements in place in line with Prospects' supervision policy</p> <p>Q4 Arrangements reviewed and</p>	<p>Supervision programme for staff</p> <p>PAs receive regular supervision supporting delivery of high quality Services</p>	

Workforce development

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5,6,8,9,10,11	Use robust framework for impartial evaluation of PA professional practice including peer observations, evaluation from partner agencies and learning providers	<p>Carry out briefings in Key Steps to Quality and Prospects' frontline standards</p> <p>Q1 and ongoing Set up systems and procedures for undertaking Key Steps to Quality assessments (2 management assessments per year plus peer/self assessments) incorporating feedback from partners</p> <p>Organise training for all customer service staff in Prospects' customer care standards and carry out termly assessments of practice.</p> <p>Set up moderation group to ensure consistent assessment of practice</p> <p>Pilot inter-agency Key Steps to Quality assessments</p>	<p>changes made</p> <p>Q1 Briefings held</p> <p>Ongoing</p> <p>Q2 Training held</p> <p>Q2 Group set up</p> <p>Q4 Report produced</p>	<p>Robust framework for impartial evaluation of PA professional practice in Place</p>	<p>Evaluation report of Key Steps to Quality assessments. Copy of report including details of number of assessments and scores given to Leeds CC</p> <p>Report presented to Connexions Strategy group including</p>

Workforce development

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5,8,9,10	<p>Contribute to the planning and delivery of IAG related workforce development as identified in the 14-19 Plan and the IYSS Strategic Plan by providing ongoing CPD and inset/consultancy to relevant Connexions and learning providers including schools, colleges, work based learning and approved 14-16 off-site learning providers. The offer will be published as an annual prospectus.</p> <p>This will include training around:</p> <ul style="list-style-type: none"> - delivering a careers education programme - making appropriate referrals - understanding progression pathways and qualification frameworks - ensuring all Connexions PAs understand career pathways, learning provision in Leeds and the responsibilities of learning providers - supporting young people and learning providers to use the Area Prospectus and CAP - promoting equality of 	<p>Identify CEIAG PAs and establish links with Prospects' Curriculum and Training Manager.</p> <p>Draw up training plan based on key priorities in 14-19 and IYSS Strategic plans, training needs analysis and areas for development identified through initial audit against IAG standards</p> <p>Consult and reach agreement on a local quality award for careers education</p>	<p>Q1 Staff identified</p> <p>Q3 Prospectus published for the start of the autumn term</p> <p>Q3 Information distributed to all learning providers</p>	<p>Annual prospectus of inset/CPD activities</p> <p>Achievement of the national Quality standards for IAG Programme of high quality and relevant inset/CPD available to all Connexions staff, children's workforce and learning providers, including schools, colleges, work based learning and approved 14-16 off-site learning providers</p> <p>Completion of the Participation Evaluation Tool at agreed levels</p> <p>Number of learning providers accessing inset/CPD</p> <p>Number of learning</p>	<p>recommendations for further roll out</p> <p>Feedback collected from participants after each workshop/training session. Quarterly report produced for Connexions IYSS Group giving details of the number of participants and satisfaction levels</p>

Workforce development

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	opportunity, celebrating diversity and challenging stereotyping and discrimination - meeting national IAG Standards			providers expressing satisfaction with inset/CPD they receive	

Supporting services

Workforce

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
5,6,8,9,10,11	Ensure that sufficient skilled, appropriately trained and qualified staff are made available to deliver the specified outcomes and services	<p>Brief Prospects Recruitment Services (PRS) on the requirements of the contract and put arrangements in place for the speedy filling of vacancies</p> <p>Appoint new staff on flexible contracts that include evening and weekend working</p>	<p>Q1 and ongoing</p> <p>Q1 and ongoing All new staff appointed on flexible contracts</p>	<p>Appropriately knowledgeable and qualified staff delivering the service</p> <p>Number of qualified staff</p> <p>Number of staff working towards an appropriate qualification</p>	<p>Monitoring of staffing levels by Operations Director and Operations Manager on a monthly basis.</p>
5,6,8,10,11	Aim to have a workforce that reflects the community it serves. Adhere to basic equality principles in respect of the transparent recruitment and selection of staff and actively seek to ensure that the make up of the workforce reflects the demographic makeup of the City	<p>Advertise vacancies in local media including across the community and voluntary sector</p> <p>Train all managers and young people taking part in recruitment and selection panels in Prospects systems and procedures</p>	<p>Ongoing</p> <p>Q1/2 All managers and young people trained</p>		<p>Systems in place to monitor the composition of the workforce. Stats provided to Leeds CC on an annual basis</p>
5,8,10,11	HR strategy must adhere to safeguarding procedures for all delivery staff and appropriate	Meet with Leeds CC to discuss their requirements in relation to Safeguarding	Q1 Meeting held		Operations Director has overall responsibility for safeguarding.

Supporting services

Workforce

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
2,5,6,8,10	<p>training i.e. in Child Protection is undertaken before one to one work commences</p> <p>All staff will be aware of and sensitive the lives, needs and interests of young people, and respect diversity and difference.</p>	<p>and the training available through Leeds CC for Connexions staff</p> <p>As part of the transfer assess current practice and every transferees CRB status</p> <p>Set up systems for carrying out enhanced CRB checks on new staff and repeating the process every 3 years</p> <p>Provide in-house safeguarding training for new PA before they begin one to one work</p> <p>Provide a comprehensive induction for staff new to Prospects which includes an introduction to Prospects' equality and diversity policy and procedures</p> <p>Through the PADP</p>	<p>Q1 Assessment made of current practice and changes made if necessary</p> <p>Q1 Arrangements in place</p> <p>Q1 Training programme in place</p> <p>Q1/2 Induction programme in place</p> <p>Q2 Programme in</p>	<p>Programme of high quality CPD available to staff</p>	<p>Reports presented to the senior management team by HR Manager.</p> <p>Quarterly report analysing feedback from "Tell us what you think" forms and other surveys</p>

Supporting services

Workforce

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
		<p>programme provide ongoing equality and diversity training for all staff</p> <p>Distribute copies of 'Equalities News' to all staff</p>	<p>place</p> <p>Q1 – 4 Attention drawn to in-house publication at staff meetings</p>		

Supporting services

Young People's participation

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	<p>Take a proactive role in supporting the work of the Leeds Children and Young People's Participation Unit</p> <p>As a matter of priority, provide a range of opportunities for young people's consultation, relevant to need. These opportunities will enable a wide range of young people to give feedback and express views on the delivery, development, evaluation and governance of specified services; working with all providers of IAG services</p>	<p>Allocate a manager to take responsibility for participation and work with Leeds Children, the Young People's Participation Unit, young people and other partners to agree a strategy and plan.</p> <p>All PAs develop an involving young people project and action plan</p> <p>Recruit Lead Young Person to manage our Saturday opening project</p> <p>Review arrangements for involving young people in</p>	<p>Q1 Manager identified</p> <p>Q2 Strategy and plan in place</p> <p>Q3 Plans in place</p> <p>Q1/2 Lead Young Person appointed and budget allocated</p> <p>Q3 Saturday project operational</p> <p>Q2 Arrangements reviewed and</p>	<p>Increase number of young people from each equality area and all localities involved the governance and consultation design and delivery of IAG services</p>	<p>Monitoring and review of strategy and plan at senior management meetings and with IYSS manager.</p> <p>Quarterly reports produced for Young People's IAG group demonstrating how feedback has shaped services</p> <p>Monitoring and review of plans by manager at Keep in Touch meetings</p> <p>Monitoring and review of plans for Saturday service overseen by Young People's IAG Group</p> <p>Review carried out through Young People's</p>

Supporting services

Young People's participation

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	<p>Young people have the right to determine the nature of IAG services they receive</p> <p>Demonstrate effective participation work and positive impact on service development and delivery through the use of the participation evaluation tool and feed into the Hear by Rights priority standards for Leeds</p> <p>Provide access to training and development for the workforce around participation</p>	<p>the recruitment of PAs and managers</p> <p>Work with partners to set up peer educator scheme</p> <p>Working with VCFS, undertake targeted events to gather feedback from specific groups e.g. BME groups, young people with LDD, Looked After Children</p> <p>Observe and assess PA practice using Key Steps to Quality</p> <p>Undertake audit against Hear by Right standard</p> <p>Continue to work towards the NYA Quality Mark</p> <p>Provide staff training, involving young people in the delivery</p>	<p>changes made as appropriate</p> <p>Q4 Scheme in place</p> <p>Ongoing 4 events held over the course of the first year</p> <p>Ongoing</p> <p>Ongoing Results shared with Children Leeds and Education Leeds</p> <p>Q4 Kite mark achieved</p> <p>Ongoing Session organised annually</p>	<p>Evidence of progression against the agreed Hear by Right Standards for Leeds</p> <p>Number of staff attending training around young people's participation</p>	<p>IAG group</p> <p>Feedback to Connexions IYSS Group on participation work with partner agencies</p> <p>Monitoring of progress through Connexions IYSS Group</p> <p>Prospects' Operations Directors' group</p> <p>Annual evaluation of training activities reviewed by senior management team</p>

Supporting services

Quality Assurance

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	<p>Ensure all services, activities and contractual agreements are quality assured</p> <p>Ensure services meet the National Quality Standards for Young People's IAG</p> <p>Professional practice is routinely and continually evaluated</p> <p>Work with partners to develop models for review across Connexions providers, to ensure they meet the National Quality</p>	<p>Working with Prospects Performance and Quality Management Unit, undertake a review of current policies and processes</p> <p>Establish Professional Practice and Quality group from PA staff team to drive forward changes</p> <p>Undertake audit against the national Standards, develop action plan to address any areas of non-compliance and monitoring framework.</p> <p>See section on Workforce Development</p> <p>Working with partners and through the Connexions Strategy group, pilot different models for</p>	<p>Q1/2 Review completed</p> <p>Q2 Improvement plan in place</p> <p>Q2 Plan in place and mechanism for carrying out for annual self evaluation against the standards</p> <p>Q1/2 Proposal presented to Connexions Strategy group. Agreement</p>	<p>Completion of the Participation Evaluation Tool at agreed levels.</p> <p>National Quality Standards for IAG are achieved</p> <p>Evidence that the provider organisation meets the National Quality standards for IAG</p> <p>Annual quality report published on 14-19 website alongside review of performance</p>	<p>Process led by Quality Manager, working closely with senior operational managers and Professional Practice and Quality group. IAG Standards, NYA Quality Mark and ISO 9001 used as tools to measure quality</p> <p>Plan monitored by Professional Practice and Quality group. Young people used to monitor performance as mystery shoppers and peer researchers</p> <p>Quality Manager monitors progress. Evaluation through Connexions Strategy</p>

Supporting services

Quality Assurance

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	<p>Standards for IAG and can evidence this. The model of review will engage all partners and engender a better understanding of the work of partner organisations and improve young people's experience of referral between Connexions services</p> <p>Ensure that consultation with young people, user groups and partners informs the quality assurance process</p> <p>Put robust processes in place to self-evaluate and quality assure all services</p>	<p>reviewing delivery against the standards e.g. inter-agency and peer assessments. Involve young people in the process.</p> <p>Undertake an annual referral survey with young people</p> <p>See section on Young People's Participation</p> <p>Undertake annual self assessment, using results of surveys as the basis of the service improvement plan for 2010/11</p>	<p>reached about which Standards should be assessed by contract managers Q4 Report produced</p> <p>Q4 Survey completed and report produced</p> <p>Q4 Improvement plan in place</p> <p>Q4 Annual quality report published on 14-19 website alongside review of performance against this specification and the national Quality Standards for IAG</p>	<p>against this specification and the national Quality Standards for IAG</p> <p>Quality assurance process for service delivery in place including an annual self evaluation against national quality standards for IAG</p>	<p>group</p> <p>Report presented to Connexions Strategy group</p> <p>Annual self assessment led by Operations Director with support of Performance and Quality Unit</p>

Supporting services

Equality and diversity

Quality Standards	Requirement	Actions	Milestones and timescales	Outcomes and Performance Indicators	Monitoring and evaluation
	<p>Have established equality and diversity policies and procedures in respect of:</p> <ul style="list-style-type: none"> - own workforce - work with partners - work with clients and customers - community relations 	<p>Identify senior manager to lead on equality and diversity</p> <p>Set up assessment team and undertake Equality, Diversity and Community Cohesion Impact Assessment</p> <p>Identify service improvements and make changes to policies and procedures as appropriate</p> <p>Review and strengthen links with Connexions providers delivering targeted services</p> <p>Produce NEET and Not Known reports from Insight by gender and ethnicity</p>	<p>Q1 Manager identified</p> <p>Q1/2 Assessment team established and work completed</p> <p>Q3 Improvements identified and changes made to policies/procedures</p> <p>Q2/3 Service review completed and new arrangements in place</p> <p>Q1/4 Reports analysed by Performance and MI group and corrective action taken. Issues discussed at NEET Strategy group</p>	<p>All young people have access to good (EET) opportunities</p> <p>Analysis of Year 11, 12 and 13 cohorts in terms of aspiration and in terms of destination by gender, ethnicity, disability and religion/faith. (indicator in relation to sexuality to be determined)</p>	<p>Regular performance review meetings with line manager</p> <p>Assessment report and evidence of improvements made presented to Young People's IAG group</p> <p>Monitoring and evaluation through Performance and MI group. Regular meetings between Operations Director and managers to review performance</p>

Targets and Performance Indicators

NEET

January 2010 – 7.8% (pro rata target to be agreed)

January 2011 – 6.8% (pro rata target to be agreed)

Not Known

6.3% of 16-18 year olds whose current situation is Not Known by January 2011

Stretch targets – 5.5% in 2010, 5% in 2011, 4.7% in 2012 and 4.4% in 2013

Year 11 Activity Survey

Current situation	2008	2009	2010	2011	2012	2013
In learning	89.6%	90%	92%	95%	98%	100%
Not in education, employment or training	6.7%	6%	5%	4%	1%	0
Not Known	1.3%	1%	.8%	.5%	.3%	0

Inclusion

- 100% of identified young people (those receiving Funding for Inclusion in school/SILC) with a section 139a (formerly section 140) completed by March each year
- 100% of Year 9 transition reviews in schools/SILCs attended by a Connexions PA in partnership with other relevant providers e.g. Social Care and other providers
- 100% of Year 10 and 11 annual SEN reviews attended by a Connexions PA

Looked After Children

100% of annual reviews for Looked After Children in Year 10 and 11 attended by Connexions PA, with appropriate contribution to the PEP

Teenage mothers

Target to be agreed

Workforce development

Reduce the percentage of unqualified PAs from 30% to less than 10% by the end of the contract in March 2012