



Connexions Business Plan 2008/09



**A service delivered by:
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Section 1 – Overview

This delivery plan has been developed based on Positive Steps Oldham's (PSO) experience of delivering the Connexions Service in Oldham within an integrated delivery model. Although it is specifically concerned with Connexions it will show links between both "internal" and "external" partners as Oldham moves towards Integrated & Targeted Youth Support Services (IYSS/TYSS) through the Integrated Youth Support Services Delivery Partnership.

Similarly, our delivery of the Drugs & Alcohol Action Team, Teenage Pregnancy Strategy, Careers Education Curriculum support, Education-Business Links, Healthy Schools Standards; Drugs Education and MyProgressFile will help strengthen, in partnership with the Council, the **Personal Development Curriculum** in the Borough's schools and colleges and the wider Children & Young People Partnership agenda.

Our Connexions strategy for Oldham will be based on the overall aim of "**Engaging the hard to engage – serving the engaged better**". To this end we propose three key principles:

Prevention

Operating within 'inclusion' teams in secondary schools (through an Extended Schools approach as it develops), delivering differentiated interventions, pre-16, based on **accurate assessment of need**, using shared information (a Pre-Common Assessment Framework approach) to identify and maximise support for the disengaged and **minimise progression into NEET** and employment without recognised training at 16.

We will be equally committed to working with those young people who are engaged, ensuring that a **universal** Information, Advice & Guidance (IAG) service encourages **all** young people, including the gifted and talented, to make the **right choices, first time**, of the complex array of post-16 learning opportunities available to them and through these, **progress to HE** or employment at 18 and 19. We will support Aim Higher in Oldham utilising through the deployment of Connexions PAs as additional mentors in the "Junior University" model. Similarly we will support closely the Young Apprenticeship Programme and respond to the introduction and development of 14-19 Diplomas by enhanced IAG in Year 9.

Intervention

Alongside partners in the statutory and voluntary youth support sectors, we will engage and support 'at risk' young people (including all vulnerable groups) **during the post-16 transition** period, utilising summer activities to maintain their engagement.

Through data sharing protocols with post-16 learning providers and effective tracking systems, we will identify young people who become NEET or at risk of NEET, post-16, leading to intervention and re-engagement, utilising the locally funded "Energiser" programme and Activity Allowance pilot to re-engage young people in a range of "pre-E2E" personal development activities and the Learning Agreement pilot to re-engage employed young people in structured learning.

Sustainability

We will continue to mentor and, through Transition Mentors, support identified vulnerable young people as they enter education, employment or training (EET) **helping them to tackle obstacles** to engagement so that they don't return to NEET.

We will develop a particular focus on 17 year olds undertaking one year courses who fail to progress building on our recent research, funded by Greater Manchester LSC, on post-16 "drop-out" in co-operation with post-16 learning providers.

We plan to deploy over 47 full-time equivalent (FTE) Connexions personal advisers in schools, post-16 education and in community settings led by six team managers. In addition we will deploy a further 15 delivery staff on Activity Agreement & Learning Agreement pilots, client outreach and tracking services, and other one to one activity.

We recognise the Government's drive in "Aiming High" to encourage progression and retention in post-16 learning and **we will work strongly to support that ambition** by deploying three teams of personal advisers, exclusively, to provide Information, Advice & Guidance (IAG) in pre and post-16 education settings – preventing NEET and promoting participation in learning.

We know that Oldham's 16-18 NEET percentages, although improving in the last 12 months, remain problematic. We will maintain **three specialist teams** operating exclusively across the six townships, focusing on wards and within them, **communities with the highest NEET rates**. These teams will provide IAG and support from the Connexions Centre and increasingly in other community venues for 16-19 year olds Not in Employment, Education & Training and other post-16 clients in the labour market.

One of the teams will provide centre-based IAG services and personal development activities working exclusively with NEET target groups and cover wards with the lowest NEET rates to compensate.

We have developed a **robust NEET reduction strategy for Oldham** resulting in a complete review of the way Connexions services are provided to NEET young people. We have recently secured funding through the Local Area Agreement to develop a practitioner-based commissioning model aimed at the most vulnerable groups of Year 11 leavers facing NEET (young offenders, non-attenders, care leavers, teenage parents and others who disengage from mainstream education before they leave) and again with a similar group of 16-18 year olds who are NEET. This model builds on our experience of delivering the Activity Agreement Pilot. We have already submitted a tender document to the Learning & Skills Council to secure £0.5m ESF Co-financing funding to continue this strategy through to 2010.

Moreover, we will exploit, to the full, PSO's charitable status to **maximise all opportunities** to secure national, regional and local funding to supplement the Connexions Grant.

The remainder of this document outlines, in detail, how we propose to deliver the Connexions Service in Oldham. It is set out using the broad headings provided in the Service Specification, Connexions Business Planning Guidance 2006-08 and the recently-published IAG standards. We

describe these headings in terms of broad “Aims”. The format continues with: a set of objectives; how we will deliver these objectives; measurable success indicators; the targets in the Service Specification which will be addressed; and reference, where appropriate, to the legal framework underpinning Connexions delivery, national planning guidance and the IAG standards.

We will refer, throughout the text, to a range of documents (e.g. *Effectus* performance review) and Management Information publications which are available if required.

Section 2 – Aim: Connexions Personal Adviser Resources are Maximised to Meet the Needs of All Young People Aged 13-19

Key Points

The single most important resource funded through the Connexions Grant will be our staff. In particular, deploying highly skilled Connexions personal advisers (PAs) from a range of relevant professional backgrounds supplemented by a range of other direct delivery posts and supported by managers and support services remains our paramount ambition. Striking a balance between meeting the demands of universal Information, Advice & Guidance (IAG) and the focusing of targeted specialist resources on young people who are most likely to founder at the various stages of transition remains the key challenge for providers of Connexions services. In the eight years during which we have delivered Connexions, (as a pilot and in full delivery mode) we have developed and refined our methodology to place the optimum level of resources in the right locations at the most appropriate time. This will continue to be achieved by:

- Maintaining **single purpose roles** for PAs enabling them to focus 100% of their skills and abilities working with: 13-16 year olds in schools and other pre-16 settings; 16-19 year olds in school and college settings; or working with 16-19 year olds in the labour market. We remain convinced that requiring PAs to try to balance the demands of school caseloads alongside working with 16-18 NEETs serves neither group well;
- Continue to conducting a forensic analysis of the needs of each educational institution in the Borough: its size; the socio-economic characteristics of its students and its catchment geography; student achievement and engagement; and, crucially, the positive and negative destination outcomes of students at 16-19;
- Using this analysis to deploy a baseline of PA FTE resources to meet universal IAG demands in each institution and then, applying a “deprivation” model to add additional targeted and specialist services to meet the needs of the most vulnerable students;
- Working, through a pre-Common Assessment Framework (CAF) model, to assess the individual IAG and support needs of every single student as they enter the Connexions age range and keep the level of need constantly under review over the next six years of their life;
- Thorough tracking systems and sophisticated data analysis, aiming to ensure that the destinations of all 16-19 year olds are current;
- Using this analysis, ensure that 16-18 year old NEETs are mapped and that community-based PA and other resources are directed to NEET “hot-spot” localities; and
- Proactively engage 16-18 NEETs, using a range of outreach methods including: home visits; and basing PAs with partners in other youth support services in all sectors; to facilitate their access to the employment and learning infrastructure.

Section 2 – Aim: Connexions Personal Adviser Resources are Maximised to Meet the Needs of All Young People Aged 13-19

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>2.1 Effectively deploy Connexions Personal Advisers (PAs) in Education & Community Settings</p>	<p>Education Settings We will use a needs-based model to ensure that all schools and the Colleges have a differentiated level of Connexions resources</p> <p>Deployment will be based on placing resources where they are most needed. Resources deployed will be based on: year group sizes; the Index of Multiple Deprivation factors of households in the main catchment areas; GCSE achievement; percentage of BME students; attendance rates; numbers of looked-after young people; percentage in receipt of free school meals; numbers on the SEN register; NEET rate on leaving school; and subsequent NEET rate 16-18</p> <p>A “Pre-Common Assessment Framework” (CAF) approach will be used with key staff in schools to determine the level of support that each young person requires: Intensive Support; Supported; or Minimum Intervention</p> <p>Deployment of PAs in the Pupil Referral Service and special school will assume that all students require intensive support. Deployment of staff in the further education colleges and school sixth forms is based on volumes and need. Differentiated resources allocation is required due to the size and nature of each institution’s population</p> <p>We will use a needs-based model to ensure that the colleges, school sixth forms and training providers have an appropriately differentiated level of Connexions resources based on need. Particular emphasis will be placed on retention at 17 with PAs working very closely with learning providers to identify young people who appear to be having difficulty making the transition to</p>	<p>Partnership Agreements agreed with each school, outlining resource allocations</p> <p>Accurate assessment of individual need determined in each school</p> <p>Increased retention and achievement from post-16 providers</p> <p>Partnership Agreements signed with each school and colleges, agreeing resource allocations</p>	<p>Individual schools’ participation, NEET and not known targets at 16</p> <p>Level 2 & 3 achievement at 19 Post-16 drop-out rates</p>	<p>IAG Quality Standards 1& 2</p> <p>Connexions Planning Guidance 2006-08</p>

Section 2 – Aim: Connexions Personal Adviser Resources are Maximised to Meet the Needs of All Young People Aged 13-19

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>post-16 learning and who may leave to become NEET</p> <p>Community Settings PAs will be deployed in two township based teams: covering Chadderton, West Oldham & Failsworth & Hollinwood; and Saddleworth & Lees, East Oldham and Royton & Shaw respectively. PA resources will be allocated at Ward level on the basis of levels of NEET with emphasis being placed upon those Wards whose 16-18 NEET rate is above the Borough average. In these areas, we will continue to seek to obtain funding from alternative sources to supplement the Connexions Grant. As locality working develops, we will be ready to co-locate alongside other partners (Youth Service; Extended Schools; Voluntary & Community organisations) to deliver Integrated and Targeted Youth Support Services.</p> <p>PAs will also be linked to post-16 work-based learning providers and this deployment will be dependent upon the number of learners but importantly, the number of young people who leave the provider and then become NEET.</p>	<p>Accurate deployment of resources geographically and with work-based learning providers</p>	<p>16-18 NEET rates in hot-spot wards</p>	

Section 2 – Aim: Connexions Personal Adviser Resources are Maximised to Meet the Needs of All Young People Aged 13-19

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>2.2 Ensure PAs are appropriately qualified, trained and have access to continuous professional development</p>	<p>We will continue to assess the qualifications and skills of all staff to ensure that they have a minimum of qualifications from a range of professional disciplines including careers guidance, teaching and youth work professions. As a minimum any PA will have, or be actively working towards, an NVQ level 4 (or equivalent) in a relevant discipline and have undertaken a relevant appropriate assessment framework and elements of IAG</p> <p>Where appropriate we will seek to establish Trainee PA posts to develop existing staff and create a “grow our own” process</p> <p>Professional standards and practice in 1:1 interventions and small group sessions will be quality assured through the Key Steps assessment process</p> <p>All staff will undertake the PSO in-house <i>Effectus</i> performance management and professional development process and have an individualised professional development programme</p> <p>A programme of continuous professional development will include: IAG practice and methods; assessment techniques; safeguarding; sexual health; substance misuse; Neuro-Linguistic Programming (including Power Cards); CAF; job information; further education and training; and economic awareness PSO will conduct a self-assessment against the newly-published IAG Quality Standards to ensure compliance</p> <p>We will develop and implement a Transition Strategy from Assessment, Planning, Intervention & Review (APIR) to the Common Assessment Framework (CAF)</p>	<p>A fully trained and skilled PA cadre</p> <p>Trainee PAs achieve their qualifications within the agreed timescales</p> <p>Key Steps assessments are undertaken and outcomes are 95% satisfactory or above</p> <p><i>Effectus</i> operational from April 2008</p> <p>All PAs undertake training</p> <p>Compliance against the Standards is achieved</p>		<p>Connexions Business Planning Guidance 2006-08 IAG Quality Standards 1-9</p>

Objective 2.3 – Delivering Effective Services

Although the tables above provide information about how Connexions services to young people will be deployed, they do not provide qualitative information about how PSO would expect services to actually be delivered. In this section we would like to expand on the different elements of the services that young people and their parents can expect to receive.

2.3.1 Direct work with young people and parents/carers

The transition strategy from Assessment, Planning, Intervention & Review (APIR) to the Common Assessment Framework (CAF) will ensure that our work sits within the same structures as fellow professionals working with young people.

Assessment: this stage will typically involve comprehensive information gathering on the young person's personal, educational, family and community circumstances to determine the young person's level of need. It may also require provision of information and early referral to specialist help agencies.

Planning and Intervention: at this stage the PA will work with the young person to agree the key issues and negotiate an action plan for change and moving forward. The PA will have a thorough working knowledge of the local labour, education and training markets. It will involve the provision of impartial information, advice and guidance on the full range of issues such as careers, further education, training, relationships, physical/sexual health, housing, substance misuse; and placing into employment, education and training. It may also include working with the young person on their own personal development and preparation for work and adult life. This may include help with job applications, preparing for the transition to work and developing self-reliance in the work place and/or generally building confidence and self-esteem.

Working with parents and carers: this will involve the PA in providing information about the service to parents and carers; encouraging their involvement in school/college and related decisions and may mean visits to the home. It can, on occasions require the PA to act as a mediator between the young person and their parents where the relationship has been strained or is in danger of breaking down.

2.3.2 Brokerage and Advocacy

PAs will perform a number of roles in relation to a range of organisations – the Council, Learning & Skills Council, employers, schools, colleges, training providers, agencies providing specialist forms of support, and voluntary and community organisations who can provide support and development opportunities for young people. These roles are:

- Enabling the individual young person to gain access to specific education training, employment and personal development opportunities. Sometimes this will involve using a straightforward referral route probably governed by an existing protocol. At times it may involve extensive advocacy on behalf of the young person to overcome reservations held by the receiving organisation and to ensure that the organisation has appropriate expectations and appropriate provision for the young person;

Objective 2.3 – Delivering Effective Services

- Enabling the young person to overcome difficulties during the course of education, employment or training or while undertaking a personal development opportunity. Sometimes a PA will need to intervene to help a young person to continue to participate – this may involve restoring the relationship between the provider and the young person or it may mean securing alternate provision;
- Working with organisations either directly, or through working groups and committees, with their representative bodies to promote the interests of young people and to identify how individual organisations can join the range of agencies offering opportunities and support for young people.
- Helping individual organisations to plan their provision of opportunities and/or support to maximise the chance that the needs and aspirations of young people in the area are met.

2.3.3 Working with Employers, Schools, Colleges and Training Providers

The role here is to ensure that the PA works to support both in the interests of the individual young person and in the interests of groups and communities. On both levels, systematic on-going professional liaison is required to secure improved responses to and enhanced resources / opportunities for young people. Another important function – working in close liaison with the Greater Manchester LSC - will be to identify and respond positively to perceived gaps in post-16 education and training provision and to look beyond the local area for suitable employment opportunities. Agreement has been reached between Connexions Business Managers across the sub-region and the Area Manager of the LSC to meet bi-monthly for this purpose.

2.3.4 Working with Other Agencies

Once again this element of brokerage sees the PA within a wider partnership dimension. Both sides need to engage in joint needs assessment and planning with other services for children and young people - plugging gaps and influencing the development of new specialist provision as required. PAs will work to appropriate protocols in referring young people to specialist support agencies. There is also the important advocacy role – championing the young person's best interests to a range of other agencies.

2.3.5 Informal and Community Networks

The voluntary, community and faith (VCF) sector is an important partner with Connexions not least because it is often engaged with communities that mainstream services have trouble reaching. It successfully engages young people: from large faith based and uniformed organisations; to small local community-based innovative provision. PAs will enable young people to access community resources and to secure their participation in personal development activities, leisure, arts, cultural, sport and volunteering. We would seek to secure additional funding from the Area Grant to commission the VCF sector to provide personal development opportunities to support vulnerable young people at the point of transition at 16+.

Objective 2.3 – Delivering Effective Services

2.3.6 Tracking Young People's Progress

PAs will be fully trained in the mechanics and front line use of the Client Caseload Information System (CCIS) utilising the Core Plus System and the Greater Manchester-wide Connexions data hub. This will be underpinned by a centralised Tracking & Management Information Team working to minimise the number of “unknown” clients across the age range and producing high quality management information.

2.3.7 Monitoring Progress

PAs will monitor young peoples' progress against mutually agreed plans (including personal development and learning plans for specific groups) and work with them to refine plans and re-define objectives and milestones – facilitating them in building suitably stretching but realistic aspirations. PSO will collaborate with the 14-19 strategy in Oldham in the introduction of Individual Learning Plans.

2.3.8 Support at 19+

PAs will continue to provide IAG and support for young people with Learning Difficulties and Disabilities (LDD) up to the age of 25. Any other young people outside this group will be transferred smoothly into adult IAG services. **We have well-established links with the PSO subsidiary - Highway to Opportunities (the IAG provider for adults in Oldham) and have developed a Partnership Agreement with Job Centre Plus.**

2.3.9 Gathering and Reviewing Outcome Information

The ultimate aim of the PA role will be to secure positive outcomes for young people. An important element in this is to gather “customer feedback” from young people and parents/carers on their satisfaction with the service provided and on the quality of the outcomes achieved. This will also form an integral part of the Children & Young People Partnership's local evaluation strategy. PAs will also gain feedback from other stakeholders, schools, colleges, employers and other agencies to which the young person has been referred.

2.3.9 Capture and Maintenance of Management Information

PAs supported by Team Managers and the MI Manager will be fully conversant with the service's requirements for gathering and reporting local and national management information in the appropriate format.

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Key Points

This work will be a key element of the **Prevention and Intervention elements** of our Connexions Strategy. Our experience tells us that achieving the most effective outcomes for young people as they progress into adulthood relies on strong partnerships between schools and their partners. Ensuring positive transition outcomes for young people at 16 will require continuous improvement in the partnerships between all the Borough's schools and Connexions in Oldham. These partnerships will be underpinned by annual Partnership Agreements. Key elements will include:

- Ensuring that schools are supported to deliver effective careers education programmes within a Personal, Social, Health & Economic Education (PSHEE) framework;
- Using inclusion teams and developing Full-Service Extended Schools' models to enable PAs to work alongside other key professionals to provide integrated support services and develop a lead professional model;
- Determining an effective means of early identification of young people who may find transition at 16 hampered by barriers to learning; and
- A solid commitment to ensuring that a **universal** IAG service encourages **all** young people, including the gifted and talented, to make the **right choices, first time**, of the post-16 learning opportunities available to them and through these, **progress to HE** or employment at 18.

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
3.1 Support schools to develop effective careers and personal development education programmes	<p>A Curriculum Consultant, partly funded through the Connexions Grant, will assist secondary schools in the continuous improvement of their statutory careers education and work related learning programmes from Year 7 to 11.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Facilitating a regular Borough-wide Careers Education and Guidance (CEG) forum of relevant teachers and Connexions personal advisers (PAs) to share information on professional practice developments, provide updates on 	<p>Minimum of 80% of schools represented at each CEG Forum meetings</p>	<p>Level 2 & 3 achievement at 19</p> <p>16-18 NEET rate</p>	IAG Quality Standard 9

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>local labour market and opportunity infrastructure developments and provide information on available CEG resources;</p> <ul style="list-style-type: none"> • Facilitating suitable training and development opportunities for relevant teachers, such as the Diploma in Careers Education; • Providing support and assessment to achieve the Award for Connexions Excellence quality mark; • Facilitate a range of work-related opportunities with local employers that can be accessed by young people; and • Ensure that each school will have a nominated lead PA supported by a team manager who will support staff in the planning, delivery and evaluation of programmes of career and personal development 	<p>By 2010 50% of Careers Coordinators have relevant qualification</p> <p>By 2010 60% of schools achieve the ACE award</p> <p>All schools access WRL opportunities</p> <p>PAs involvement detailed in Partnership Agreements with schools.</p>		
<p>3.2 Ensure that young people receive the Information Advice and Guidance (IAG) they require on personal well-being and financial capability issues</p>	<p>Young people will be made aware of the nature of the Information, Advice and Guidance (IAG) available to them, the value of it and how they can access it (including Connexions Direct) through information and publicity in schools and the Connexions Oldham website. We will undertake satisfaction surveys with all Year 11 students to evaluate and modify provision.</p>	<p>Surveys will have a 90% satisfaction rating on access to services and services received</p>	<p>Appropriate sustained 1:1 involvement with Connexions staff Consultation with young people</p>	<p>IAG Quality Standards 1& 2</p>

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>Connexions services providing IAG on personal well-being and financial information will be made available to young people when they need it via: group sessions; individual interventions; drop-in sessions; and at Connexions Centres. We will effectively promote and communicate information about Education Maintenance Allowance (EMA) and Care to Learn (C2L) to young people and support them through the application processes.</p> <p>IAG support will include assisted brokerage to other specialist agencies where relevant and post-referral follow up</p> <p>All IAG interventions will be bound by information sharing protocols and child protection processes that will be made clear to young people</p>	<p>Increase the number of eligible young people accessing Education Maintenance Allowance and Care to Learn</p>	<p>Participation in post-16 learning</p> <p>Achievement of Level 2 and 3 at 19</p>	
<p>3.3 Ensure that young people receive the IAG they need to make well-informed and realistic decisions about learning and career options</p>	<p>We will develop and agree annual Partnership Agreements with each school outlining the roles and responsibilities of Connexions and the School</p> <p>We will use a needs-based model to ensure that all schools have a differentiated level of Connexions resources. The level of resource allocation will be agreed with each school and outlined in the Partnership Agreement</p> <p>All PAs will be qualified at Level IV or equivalent in a relevant discipline or will be working towards that qualification as part of a structured trainee programme</p>	<p>Partnership Agreements agreed with each school, outlining resource allocations</p> <p>All PAs qualified at Level IV</p>	<p>Amount of days of service delivery directly in schools</p>	<p>IAG Quality Standards 1, 3 & 4</p> <p>Employment & Training Act 1993</p> <p>Learning & Skills Act 2000</p>

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>A Pre-CAF Assessment approach will be used to determine the level of support that each young person requires</p> <p>Connexions services providing impartial IAG on careers and progression issues will be made available to young people where and when they need it via: large and small group sessions; individual interventions; drop-in sessions; and at the Connexions Centre. We will proactively target particular groups of young people based upon their needs (including Gifted & Talented) and set minimum levels of intervention dependent upon need. The IAG provided will always be based on the needs of the young person while still being challenging. It will include discussions on:</p> <ul style="list-style-type: none"> • how to make effective use of the Oldham on-line District Prospectus; • Key Stage 4 options and the career implications of those choices, especially in relation to Diplomas; • local, regional and national labour market and its impact on career choice; • the full range of post-16 options, including their right to the offer of a learning place; • other career pathways including employment, Higher Education and voluntary opportunities; • the financial implications of further learning, including EMA, student loans etc.; and • production of a clear action plan that is agreed with the young person 	<p>All young people in Year 9 will have had their needs assessed</p> <p>Young people in years 9, 10 and 11 receive appropriate levels of PA interventions to meet their IAG and support needs</p>	<p>Number of young people who have sustained 1:1 involvement with Connexions staff</p> <p>Percentage of young people accessing careers guidance in schools, by year group</p>	

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>We will encourage and support schools to continue to make full use of myprogressfile.com with all of their young people to plan, review and record their progress</p> <p>We will train PAs in the use of innovative and creative Neuro-Linguistic Programming (NLP) tools for use in their interventions with young people, such as: Power Cards; Power Shift; CAF Cards; Road Sign Cards; Inclusion Cards; and Power Dreaming.</p> <p>We will organise a centralised Your Choice Exhibition for all young people in Year 11 and their parents involving a wide range of opportunity providers and occupational experts</p> <p>We will provide a placing and matching service for all young people leaving Year 11 and ensure that they are made aware of opportunities relevant to their aspirations and abilities and have every opportunity to undertake a learning opportunity</p> <p>All IAG interventions will be bound by information sharing protocols and child protection processes that will be made clear to young people</p> <p>In November each year we will undertake a Transitions Survey with young people who have left Year 11, obtaining feedback on accessibility and effectiveness of Connexions services</p>	<p>85% of schools will be using mpf.com by 2010</p> <p>At least 1,500 young people and their parents attend the exhibition</p> <p>The September Guarantee will be met for all young people</p> <p>The Transitions Survey will have a 90% satisfaction rating</p>	<p>Participation in Learning post-Year 11</p>	

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>A selection of interventions of all personal advisers will be subject to observation and assessment through the Key Steps process to ensure that quality is maintained and that any developmental needs are addressed</p> <p>Particular care will be made to ensure that disadvantaged groups are able to access the full range of Connexions services. Nominated PAs will specialise in supporting: Looked After Children and care leavers; those with Learning Difficulties and Disabilities (LDD) and Additional Educational Needs (AEN); those who are, or about to become young parents; and those who care for family or relatives. Those with LDD and AEN will have a Transition Plan and a Section 140 completed for them</p> <p>All Year 11 leavers will be systematically tracked to complete the Department for Children, Schools & Families (DCSF) Annual Activity Survey.</p> <p>In November each year, we will produce a “Moving On Report” analysing destinations of all Year 11 leavers (both from Oldham schools and, separately for Oldham residents), which will be shared with the Council, schools, the Colleges and other key partners to help monitor outcomes and trends in the Borough</p>	<p>95% of Key Steps assessments are satisfactory or better</p> <p>Outcomes for all these groups monitored</p> <p>Transition Plans and Section 140s all completed</p> <p>Participation in Learning will increase year on year and Unknown figures will be below 2%</p> <p>Reports published and circulated</p>	<p>EET outcomes for target groups</p> <p>Participation and Unknown targets for Year 11 leavers</p>	

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>Forensic management information (MI) will be produced on a monthly basis to ensure that PAs manage their caseloads effectively and Team Managers monitor this. Data produced will include:</p> <ul style="list-style-type: none"> • New clients and “school movers”; • Year 9 caseloads – levels of support and intervention frequency; • Year 10 caseloads – levels of support and intervention frequency; • Year 11 caseloads – levels of support and intervention frequency; • Year 11 intended destination monitoring; and • Year 11 LDD & AEN clients <p>This will ensure that the numbers and types of interventions can be monitored</p>	<p>All young people are assessed and receive the appropriate level of support</p>		
<p>3.4 Ensure that IAG services promote equality of opportunity, celebrate diversity and challenge stereotypes</p>	<p>All interventions will challenge stereotypes and support diversity and these issues will be key criteria in all Key Steps assessments. All interventions will also reflect the ability levels of participants</p> <p>All PAs will undergo diversity training as part of their Induction programme and periodic refresher training as appropriate</p> <p>We will encourage schools to make use of Gender Equality - Race Inclusion initiative (GERI) resources in their PSHEE provision which is an interactive tool to explore issues of equality in relation to career progression</p>	<p>95% of Key Steps assessments are satisfactory or better</p> <p>All PAs trained</p> <p>80% of schools using GERI resources by 2010</p>		<p>IAG Quality Standard 5</p>

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>3.5 Develop strategies for working effectively with parents and carers of young people in schools</p>	<p>We will produce and distribute a suitably-worded publication for the parents of young people during Key Stage 3 (Year 8 or 9) which will provide them information about Connexions Oldham, how we can work with them to support their child, the local labour market, recent destinations data, sources of financial support, Connexions Direct, the Connexions Oldham web-site and the District Prospectus</p> <p>PAs will attend all parents events at school for years 9, 10 and 11 to provide IAG services to parents</p> <p>We will work with schools and, utilising developments in Extended Schools, provide sessions for parents on how they can most effectively support their child to make the transition to post-16</p> <p>All parents will have access to information on the range of Connexions services available through a specific section on the Connexions Oldham web site</p> <p>Personalised invitations will be sent to the parents of Year 11 young people to the annual Your Choice Exhibition and, at the exhibition, we will provide workshops that will be of particular interest to parents on issues including: Finance and HE; EMA; and Post-16 Options</p> <p>PAs will act as a mediator between the young person and their parents where the relationship has been strained or is in danger of breaking down</p>	<p>Publication distributed</p> <p>PAs attend all events</p> <p>80% of schools offering sessions by 2010</p> <p>1,000 Web-site hits by March 2009</p> <p>Minimum of 400 parents attending Your Choice Exhibition</p>	<p>Parents evenings or similar events attended in schools or other settings</p>	<p>IAG Quality Standard 7</p>

Section 3 – Aim: Effective Careers Education, Information, Advice & Guidance to all School Age Young People and their Parents/Carers

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>3.6 Deliver high quality Connexions support to young people who are disengaged from mainstream school</p>	<p>We will work closely with schools, the Pupil Referral Service and other agencies such as Children’s Social Care, Education Attendance Improvement Service and the Youth Offending Service to identify and support young people who are disengaged in Years 9, 10 and 11</p> <p>We will allocate discrete PA resources to coordinate support for this group: they will provide services to those young people who are not on a school role, who are educated at home or who never attend; and they will support PAs in other schools in providing services to sporadic attenders</p> <p>We will actively seek resources to commission alternative Key Stage 4 curriculum activities for this group that would support their personal and career development, using a fund-holding lead professional model.</p>	<p>All relevant young people identified and PA allocated</p> <p>Destination outcomes and in particular NEET rates reduced year on year</p> <p>Funding obtained and resources commissioned</p>	<p>EET/NEET rates of priority groups</p> <p>Percentage / number of LAC with a completed personal development plan at the end of each term in Year 11</p>	<p>IAG Quality Standards 1, 2, 3 & 4</p>

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Key Points

This work will be a key element of the **Intervention and Sustainability elements** of our Connexions Strategy for Oldham. We will maintain our strong partnerships with schools with sixth forms, Oldham Sixth Form College and The Oldham College to ensure positive transition outcomes for young people at 16 are sustained. These partnerships will be underpinned by annual Partnership Agreements. Key elements will include:

- Ensuring that schools with sixth forms and the colleges are supported to deliver effective careers education programmes within a Personal, Social, Health & Economic Education (PSHEE) framework;
- Utilising student support teams to enable PAs to work alongside other professionals to provide integrated support services and develop a lead professional model;
- Determining an effective means of early identification of young people who have found transition at 16 hampered by barriers to learning and intervene to sustain their place in learning or facilitate a positive change; and
- A solid commitment to ensuring that a **universal** IAG service encourages **all** young people, including the gifted and talented, to make the **right choices, first time**, of the post-18 learning opportunities available to them and through these, **progress to HE**, further training or employment.

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
4.1 Support schools with sixth forms and the colleges to develop effective careers and personal development education programmes	<p>A Curriculum Consultant, partly funded through the Connexions Grant, will assist post-16 learning providers in the continuous improvement of their careers education and work-related learning programmes. This will include:</p> <ul style="list-style-type: none"> • Facilitating a regular Borough-wide CEG forum of relevant school and college staff and Personal Advisers to share practice, share information on developments, update partners 	Minimum of 80% of invitees represented at all CEG Forum meetings	Level 2 & 3 achievement at 19	IAG Quality Standard 9

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>on the local labour market and developments to the opportunity infrastructure, share good practice and provide information on available resources</p> <ul style="list-style-type: none"> • Facilitating suitable training and development opportunities for relevant college staff, such as the Diploma in Careers Education • Providing support and assessment for providers to achieve the Award for Connexions Excellence quality mark <p>School sixth forms and the Colleges will have nominated PAs supported by a team manager who will assist them in the planning, delivery and evaluation of programmes of career and personal development</p>	<p>By 2010 50% of representatives from education providers have relevant qualification</p> <p>By 2010 80% of FE colleges and schools with Sixth Forms and 50% of Training Providers achieve the ACE award</p> <p>PAs involvement detailed in Partnership Agreements</p>		
<p>4.2 Ensure that young people receive the IAG they need to make well-informed and realistic decisions about learning and career options in post-16 learning</p>	<p>We will develop and agree annual Partnership Agreements with each school and the Colleges outlining the roles and responsibilities of Connexions and the School</p>	<p>Partnership Agreements agreed with each 16-19 school and the colleges, outlining resource allocations</p>	<p>Amount of days of service delivery directly in school sixth forms and the colleges</p> <p>Number of young people who have sustained 1:1 involvement with Connexions staff</p>	<p>IAG Quality Standard 1, 3 & 4</p>

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>All PAs will be qualified at Level IV or equivalent in a relevant discipline or will be working towards that qualification as part of a structured training programme</p> <p>Information on individual support level needs will be used to determine the level of support that each young person requires in post-16 settings</p> <p>Young people will be made aware of what guidance is available to them, how it can be of value and how they can access it (including Connexions Direct) through information and publicity at their Induction programme and the Connexions Oldham website</p> <p>Connexions services providing impartial IAG on careers and progression issues will be made available to young people when they need it via: large and small group sessions; individual interventions; drop-in sessions; and at Connexions Centres. We will proactively target particular groups of young people based upon their needs (including Gifted & Talented) and set minimum levels of intervention dependent upon need. The IAG provided will always be based on the needs of the young person while still being challenging. It will include:</p> <ul style="list-style-type: none"> • how to make effective use of all information resources, including on choice of HE course and institution 	<p>All PAs qualified at Level IV</p> <p>All young people in post-16 options will have had their IAG and support needs met</p> <p>All young people will have access to this information</p> <p>Retention rates at 17 improve and progression into employment & HE increases at 18/19</p>	<p>Percentage of young people accessing careers guidance in schools, by year group</p> <p>Level 2 & Level 3 achievement at 19</p>	

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<ul style="list-style-type: none"> • career decision-making and job search skills, particularly for those who are not planning to enter HE • local, regional and national labour market and its impact on career choice • other career pathways including Voluntary opportunities • the financial implications of further learning, including EMA, student loans etc • production of a clear action plan that is agreed with the young person <p>We will encourage and support schools, colleges and training providers to continue to make full use of myprogressfile.com with all of their young people to plan, review and record their progress</p> <p>We will train Personal Advisers in the use of innovative and creative Neuro-Linguistic Programming (NLP) tools for use in their interventions with young people, such as: Power Cards; Power Shift; CAF Cards; Road Sign Cards; Inclusion Cards; and Power Dreaming.</p> <p>All IAG interventions will be bound by information sharing protocols and child protection processes that will be made clear to young people</p>	<p>85% of schools, colleges and training providers will be using mpf.com by 2010</p> <p>All PAs trained by 2009</p>		

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>A selection of interventions of all PAs will be subject to observation and assessment through the Key Steps process to ensure that quality is maintained and that any developmental needs are addressed</p> <p>Particular care will be taken to ensure that disadvantaged groups are able to access the full range of Connexions services. Specialist personal advisers will work with: Looked After Children; those with Learning Difficulties and Disabilities (LDD) and/or Additional Educational Needs (AEN); those who are or who are about to become young parents; and those who care for family or relatives. Those with LDD/AEN will have a Transition Plan and a Section 140 completed for them</p> <p>In January each year, we will produce a comprehensive report on all Year 13 students completing Level 3 courses, analysing destinations of all young people, which will be shared with schools, colleges and other partners to help monitor successes and trends in the Borough</p> <p>The MI Manager will produce monthly data to ensure that PAs can manage their caseloads effectively and Team Managers monitor this. Data produced will include:</p> <ul style="list-style-type: none"> • New clients and school and college “movers” • Clients becoming NEET and becoming EET • Intensive Support Clients in FE • Year 12/13 Caseloads 	<p>95% of Key Steps assessments are satisfactory or better</p> <p>Outcomes for all these groups monitored</p> <p>Transition Plans and Section 140s all completed</p> <p>Participation in HE will increase</p> <p>Reports published and circulated</p>	<p>Percentage of S140s reviewed during post-16 learning</p> <p>EET/NEET rates at 18-19</p>	

Section 4 – Aim: Effective Careers Education, Information, Advice & Guidance to All Young People in Post-16 Education settings

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	This will ensure that the numbers and types of interventions can be monitored			
4.3 Ensure that post-16 IAG services promote equality of opportunity, celebrate diversity and challenge stereotypes	<p>All interventions will seek to challenge stereotypes and support diversity and these issues will be criteria in all Key Steps assessments. All interventions will also reflect the ability levels of participants</p> <p>All PAs will undergo Diversity training as part of their Induction programme and refresher training as appropriate</p>	<p>95% of Key Steps assessments are Satisfactory or better</p> <p>All PAs trained</p>		IAG Quality Standard 5
4.4 Develop strategies for working effectively with parents and carers of young people in post-16 learning	<p>PAs will attend all Year 12 and 13 parent events in school Sixth Forms and the colleges to provide IAG on issues such as: progression into HE; financing HE; employment opportunities at 18; Gap years; volunteering opportunities; etc.</p> <p>PAs will provide IAG services to parents of young people in training or employment whenever this is requested</p> <p>All parents will have access to information on the range of Connexions services available through a specific section on the Connexions Oldham web site</p> <p>PAs will act as a mediator between the young person and their parents where the relationship has been strained or is in danger of breaking down</p>	Input detailed in Partnership Agreements	Number of parents evenings or similar events attended in schools and other settings	IAG Quality Standard 7

Section 5 – Aim: Encourage Participation in Learning for Young People in Jobs without Training

Key Points

This section highlights the additional features over and above our work with young people in schools, colleges and those who are NEET which will need to exist to maximise participation in education and training at 16+. Our research indicates that young people who enter jobs with no recognised training at 16 are more likely to enter or re-enter the NEET group than those who successfully engage in either work-based learning or further education. Key features will include:

- Using thorough tracking systems and sophisticated data analysis, identify those schools where participation is low and agree targets, through Partnership Agreements with schools to secure year on year improvement;
- Using the assessment process described in Section 2 to identify and target young people in Year 11 who will struggle to progress;
- Ensuring that the September Guarantee is met; and
- Continuing to administer the Learning Agreement pilot in the Borough, subject to continuation of funding.

Section 5 – Aim: Encourage Participation in Learning for Young People in Jobs without Training

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
5.1 Increase participation in learning rates at 16 in targeted schools.	<p>In schools with high levels of non-participation in post-16 learning, PAs will work collaboratively with the school to identify young people who are in danger of becoming NEET and provide additional support for them</p> <p>Tracking systems will be used to ensure that at all times PAs and relevant staff in schools are aware of: which young people in Year 11 have made applications; which have been successful; which have been rejected; which have not made alternative plans or applications. This data will be used to target support to those without a clear, planned post-16 destination and contribute to meeting the September Guarantee</p>	Increase participation rates from 91.3% in 2007 to 92.0% in 2008, 92.5% in 2009 and 93.0% in 2010	Level 2 and 3 achievement at 19	<p>Learning & Skills Act 2000</p> <p>IAG Quality Standards 3 & 4</p>

Section 5 – Aim: Encourage Participation in Learning for Young People in Jobs without Training

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
5.2 Ensure that all young people leaving Year 11 receive an offer of a learning opportunity in line with the September Guarantee	<p>Personal Advisers will use tracking systems in school (see 5.1 above) to ensure they know which young people have received an offer of learning</p> <p>We will incorporate new September Guarantee software into the Core+ system and monitor progress</p> <p>We will liaise with Greater Manchester LSC and post-16 learning providers in Oldham to ensure that sufficient provision is in place and that offers are able to be made to all Year 11 leavers</p>	<p>September Guarantee met for all young people</p> <p>Software in place and operational by May 08</p> <p>September Guarantee met for all young people</p>		<p>Learning & Skills Act 2000</p> <p>IAG Quality Standards 3, 4 & 11</p>
5.4 To continue to pilot the Learning Agreement process	<p>The Learning Agreement team will continue to use the programme to increase the number of young people in work without training who receive training as part of their job</p>	<p>Reduction in number of young people leaving jobs without training to become NEET</p>		<p>IAG Quality Standards 3 & 4</p>

Section 6 – Aim: Reduce the Percentage of Young People Aged 16-18 who are NEET with a Particular Focus on Vulnerable Groups

Key Points

We are clear that there are a number of key features which need to exist before 16-18 NEET rates are reduced. We believe that the single most important element is enable Community PAs to focus almost 100% of their skills and abilities working with NEET young people. Other key features will include:

- Ensuring that young people who may struggle with transition at 16 are effectively handed from school-based PAs and, where not resident in Oldham, are effectively handed over to home-based Connexions services and vice-versa;
- Using thorough tracking systems and sophisticated data analysis, aim to ensure that the destinations of all 16-19 year olds are current;
- Conducting forensic analysis of the needs of each ward in the Borough: its size; the socio-economic characteristics of its households; its overall unemployment rate compared to the Borough and sub-region; its NEET “history”; and crucially the positive and negative destination outcomes of its young people at 16-19;
- Using this analysis to deploy a baseline of PA FTE resources in each ward to meet universal IAG demands from young people in employment or work-based learning and then, applying a “deprivation” model to add additional targeted and specialist resources to focus on wards with above average NEET rates and to meet the needs of the most vulnerable young people;
- Utilising Connexions Assistants to provide job and training placing support for young people with few, if any, barriers to transition;
- Working, through a Common Assessment Framework (CAF) model, to review the individual IAG and support needs of every single NEET young person and keep the level of need constantly under review over time;
- Proactively engaging 16-18 NEETs, using a range of outreach methods including home visits to facilitate their access to the employment and learning infrastructure; and
- Developing a robust NEET exit strategy for each young person using a range of interventions including: Personal & Social Development Opportunities (PSDOs) to remove barriers to progression; the Activity Agreement pilot; and E2E as appropriate.

Section 6 – Aim: Reduce the Percentage of Young People Aged 16-18 who are NEET with a Particular Focus on Vulnerable Groups

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>6.1 Agree with Oldham Council that the counting methodology for monthly counts of the 16-18 NEET rate for the Borough, will be provided using two methods:</p> <ul style="list-style-type: none"> • NCCIS method (using local post-16 volumes) and • Residency method (tracking and accounting for all Oldham residents wherever they chose to study post 16) 	<p>Ensure that all out of area client data (16-19) attending post-16 FE in Oldham is present on Core Plus Connexions Client Information System (CCIS) to facilitate accurate presentation of data to the National Connexions Client Information System (NCCIS)</p> <p>Ensure that all Borough client-resident data is present on Core Plus CCIS system. Produce ward and Borough-level analysis of all 16-18 year olds indicating NEET rates, participation rates differentiated by factors indicating: gender; ethnicity; young offenders; care leavers; young people with Learning Difficulties and Other Disabilities; and teenage parents.</p>	<p>Accurate and timely monthly data produced and reported to DCSF, Oldham Council and other key partners</p>		<p>NCCIS Counting Methodology compliant</p>
<p>6.2 Reduce levels of 16-18 year olds who are NEET</p>	<p>Work closely within the Borough's NEET strategy alongside all relevant partners and stakeholders to steer the work of Connexions Oldham within a Targeted Youth Support Model</p> <p>Delivery of services to NEET young people will be the focus of three area teams of PAs and Connexions Assistants deployed in:</p> <ul style="list-style-type: none"> • East Oldham & Royton & Shaw; • West Oldham & Hollinwood; and • Failsworth, Chadderton & Saddleworth & Lees. <p>The Connexions centre will continue to offer: a wide range of careers, training, employment and lifestyle information utilising a range of media; confidential facilities for one-to-one discussions; and personal development opportunities (including programmes</p>	<p>Strategy developed and agreed by June 2008</p> <p>Teams deployed from April 2008</p>	<p>16-18 NEET rate</p> <p>Unknown rate</p> <p>Activity Agreement Pilot targets</p>	<p>Connexions Planning Guidance 2006-08</p> <p>DCSF NEET Hotspot Strategy Activity Agreement Pilot guidance</p>

Section 6 – Aim: Reduce the Percentage of Young People Aged 16-18 who are NEET with a Particular Focus on Vulnerable Groups

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>on Self-esteem, Anger Management, EFT, job search, interview skills, confidence building). The development of Centre will involve consultation with young people. During the first quarter the Centre will be expanded and developed into a Targeted Youth Support facility.</p> <p>We will investigate early the opportunities to exploit other community venues to provide IAG & support to NEET groups.</p> <p>Other agencies will also be encouraged to make use of the Centre for their contact work with young people to help develop an integrated approach to service delivery</p> <p>We will continue to produce quarterly footfall targets for the centre and the services accessed and report to the IYS Delivery Partnership.</p> <p>We will work within the Council’s Integrated Youth Support Service (IYSS) and Targeted Youth Support Service (TYSS) organisational developments to ensure that PAs are pooled within the “lead professionals” identified from the various youth support services</p> <p>We will work alongside Oldham MBC Youth Service and voluntary & community organisations to develop outreach and detached services that will target young people who are not engaged with Connexions or who are unable to make use of any of the Centre-based provision</p>	<p>A minimum of an additional three agencies delivering from the Centre by March 2009</p> <p>Footfall baseline established by April 1st 2008</p> <p>Effective inter-agency working</p> <p>Outreach strategy in place by September 2008</p>		

Section 6 – Aim: Reduce the Percentage of Young People Aged 16-18 who are NEET with a Particular Focus on Vulnerable Groups

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>The Tracking Team, will ensure that accurate destination information is available compliant with the DCSF NCCIS currency requirements and the “Not known” levels will consistently be below 5% each month except in September as Year 11 follow up is incomplete.</p> <p>At the point of transition at 16, school-based PAs will have ensured that all young people who may experience difficulties at post-16 transition are identified early and an effective handover is facilitated to:</p> <ul style="list-style-type: none"> • their geographically-based Community PA in the Borough; • utilising the pan-Greater Manchester arrangements developed in 2007, between Connexions providers in the sub-region, to other Connexions services; and • ensure that similar arrangements are in place with Connexions services in Lancashire & West Yorkshire <p>PAs will be set individual and team targets to reduce NEET in their geographical area which will be monitored on a monthly basis. They will use a variety of methods and approaches:</p> <ul style="list-style-type: none"> • Referral to Pre-E2E, E2E, other work-based learning and jobs; • Undertake the “lead professional” role within an IYSS and TYSS model with the responsibility for calling and chairing multi-agency meetings as appropriate; • Support young people to overcome barriers to progression through advocacy with and referral to other support agencies: e.g. housing; health; substance misuse and CAMHS.) See 6.3 	<p>Destination currency compliancy continues</p>		

Section 6 – Aim: Reduce the Percentage of Young People Aged 16-18 who are NEET with a Particular Focus on Vulnerable Groups

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>PAs will be allocated specific responsibility for young people in target groups: Young offenders; care leavers; and teenage parents and will be the nominated link contact with relevant agencies. As a minimum we will have in place:</p> <ul style="list-style-type: none"> Specialist PA resources focussed on teenage parents; Specialist PA resources focussed on care leavers; and Continued partnership working between PAs and YOS staff. <p>The Activity Agreement (AA) Pilot will be delivered by PAs as part of their work with their NEET client group to facilitate access to EET. We will seek to obtain additional funding to enable us to offer a similar menu of activities for NEET young people who are not immediately eligible for Activity Agreements</p>	<p>AA Pilot targets met</p> <p>Additional funding secured</p>	<p>NEET / EET rates for target groups</p>	
<p>6.3 Increase the number of NEET young people involved in Personal & Social Development Opportunities (PSDOs)</p>	<p>Current LSC funding arrangements for E2E have made it more difficult for very vulnerable young people to access the provision without first undertaking pre-E2E or Personal & Social Development Opportunities (PSDOs)</p> <p>We have developed a range of PSDOs which are delivered by PAs from the Connexions Centre and other venues which aim to prepare NEET young people for the next stage of transition. Often these are delivered as part of the Activity Agreement process.</p> <p>Monitor NEET outcomes of PSDO completers</p>		<p>16-18 NEET rate</p>	

Section 6 – Aim: Reduce the Percentage of Young People Aged 16-18 who are NEET with a Particular Focus on Vulnerable Groups

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
6.4 Reduce levels of 17 year old drop out leavers from post-16 schools, the colleges and training providers becoming NEET	See Section 4	Reduce the number of young people who leave post-16 schools and the Colleges who become NEET (year on year comparisons)	16-18 NEET rate	

Section 7 – Aim: Ensure Effective Post-16 Transition for Young People with Learning Difficulties and Disabilities (LDD)

Key Points

We are clear that we need to deploy significant and appropriate levels of PA resource to support young people with LDD. We note that plans are in place in the Borough which will see the merger of existing special schools. This will in turn enable PSO to focus discrete specialist resources to cover the full 13-19 range. These staff will continue to support the LDD group to the age of 25 where services are still required. Levels of support for young people with LDD in mainstream schools will be determined by a pre-CAF assessment process which would normally place young people in the highest category of support needs. Key features will include:

- Deployment of PAs with specialist skills and knowledge to support young people in special schools and support colleagues working with young people with LDD in universal settings;
- Close involvement of parents and carers at each transition stage;
- Establishment and maintenance of effective links with other support agencies; and
- Meeting the requirements of Section 140 of the Learning & Skills Act 2000.

Section 7 – Aim: Ensure Effective Post-16 Transition for Young People with Learning Difficulties and Disabilities (LDD)

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
7.1 Ensure that all young people with Learning Difficulties and Disabilities (LDD) are identified and provided with intensive support interventions	<p>Work with mainstream schools, New Bridge School and the Pupil Support Service, to identify all young people who have Statements, School Action Plus and School Action in Year 9</p> <p>Deploy PAs with specialist knowledge of issues relating to LDD to support PAs in working with such young people</p>	<p>All Section 140 assessments are completed</p> <p>All Year 9 and 14 reviews are attended by the relevant PA</p>	Progression rates	<p>Learning & Skills Act 2000</p> <p>IAG Quality Standards 1, 2, 3, 4, 5 & 7</p>

Section 7 – Aim: Ensure Effective Post-16 Transition for Young People with Learning Difficulties and Disabilities (LDD)

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>Ensure that all PAs undertake the necessary training and development opportunities to understand their role and be able to deliver it effectively</p> <p>PAs will involve parents and carers in providing the support needed for these young people</p> <p>Young people and their parents are made fully aware that Connexions services are available for them up to the age of 25</p> <p>PAs liaise effectively with other organisations that provide support for young people with LDD</p>	<p>Training delivered and quality assessments of PA work undertaken through Key Steps</p> <p>Parents involved in decisions taken</p>		
<p>7.2 Ensure that all young people with Learning Disabilities and Difficulties (LDD) receive support necessary to help them progress</p>	<p>PA deployment in mainstream schools, special schools, the colleges and with training providers will reflect the needs of young people with LDD</p> <p>Personal Advisers will liaise effectively with other organisations that provide support for young people with LDD</p> <p>Progression, Not Known and NEET rates will be specifically monitored for these young people</p>	<p>Partnership Agreements specify Connexions resources allocated</p> <p>Year 11 and Year 14 Participation rates increase</p>	<p>Progression rates</p>	<p>Learning & Skills Act</p> <p>IAG Quality Standards 1, 2, 3, 4, 5 & 7</p>

Section 8 – Aim: Provide Highly Effective Management Information to Inform Strategic Planning and Ensure Effective Quality & Performance Management

Key Points

From the inception of Connexions, we recognised that the need for highly effective management information (MI). It is essential for monitoring our own performance and informing progress against the wider Children & Young People and Economic Strategies for the Oldham Borough. Effective Connexions MI will also play a key role in taking forward the Borough's 14-19 strategy and BSF developments. We have already referred to a number of key publications in our description of how we will monitor our service delivery.

Section 8 – Aim: Provide Highly Effective Management Information to Inform Strategic Planning and Ensure Effective Quality & Performance Management

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
8.1 Provide schools with accurate and timely Year 11 destination information.	Publish a combination of detailed Year 11 Activity Survey destination reports and comparative analyses enabling schools to compare themselves with the Borough average.	Reports provided by the first week of November each year	Individual School destination performance	
8.2 Provide the Council, schools, colleges and other key stakeholders with a detailed analysis of Year 11 destinations for all young people with year on year trends highlighted.	Publish the "Moving On from Year 11" Report	Report published by end of November 2008	Year 11 destination outcomes	
8.3 Provide the Council, schools, colleges and other key stakeholders with a detailed analysis of Year 13 destinations for all young people with year on year trends highlighted.	Develop and publish a "Moving On from Year 13" Report	Report published by end of February 2009	Year 13 progression outcomes	

Section 8 – Aim: Provide Highly Effective Management Information to Inform Strategic Planning and Ensure Effective Quality & Performance Management

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
8.4 Provide the Council and other stakeholders with monthly management information reporting on key performance data	Publish the Connexions Local Management Information Report, including sub-regional and national performance comparisons	Report published within five working days of each month end	16-18 NEET / EET performance, including vulnerable groups, unknown etc.	
8.5 Produce internal management information reports to inform managers and individual staff on progress against individual and team targets	Publish the Connexions Forensic Management Information Report, including sub-regional and national performance comparisons	Report published within five working days of each month end	16-18 NEET performance, including vulnerable groups, unknown etc Activity and Learning Agreement Pilot	

Section 9 – Aim: Effective Use of Information Events and other Communications Media

Key Points

We will continue to utilise our existing professionally-qualified marketing and communication staff to undertake a thorough review of the use of information and communications with the full range of clients, customers and stakeholders in the Borough. We will be particularly keen to consult with young people on how effectively they feel they are being communicated to. We will ensure that the following systems are in place:

- Introductory large group sessions supported by displays in schools outlining Connexions services to school pupils;
- Effective communication with parents and carers at key decision and transition points using direct mail-shots and presence at parents' events;
- External communications with a range of local partners and key stakeholders; and
- Maintain good liaison strategies with local media.

Section 9 – Aim: Effective Use of Information Events and other Communications Media

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
9.1 Ensure that young people are aware of what Connexions services are available and how they can access them	<p>All young people in Year 9 will have an Introduction to Connexions session in school, delivered by their PA</p> <p>Displays and posters outlining services and availability will be displayed in all schools</p> <p>The Connexions Oldham website will provide similar information and the 14-19 District Prospectus will have a link to the Connexions website</p> <p>In Year 11, an annual Your Choice Careers Exhibition will be held at a central Oldham location at which young people can meet a wide range of post-16 and post-18 opportunity providers and professional representatives</p>	<p>Session delivered to all young people</p> <p>Young people access Connexions services</p> <p>Connexions website operational and link from DP established</p> <p>Exhibition held and a minimum of 1,200 young people attend the event</p>	Contact targets	IAG Quality Standards 1, 2 & 3

Section 9 – Aim: Effective Use of Information Events and other Communications Media

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>We will maintain links with local newspapers, particularly the Oldham Chronicle, to feature regular news items and features of interest</p> <p>We will investigate the possibility of utilising SMS text messaging to communicate with young people about Connexions services</p> <p>The Connexions Centre will feature a mix of information in hard copy, tele-visual form and via internet access</p>	<p>Minimum of one item per month in Oldham Chronicle</p> <p>Decision made by December 2008</p>		
9.2 Ensure that parents/carers are aware of services available to their children	<p>We will produce and distribute a suitably-worded publication for the parents of young people during Key Stage 3 (Year 8 or 9) which will provide them with information about Connexions Oldham, how we can work with them to support their child, the local labour market, recent destinations data, sources of financial support, Connexions Direct, the Connexions Oldham web-site and the District Prospectus</p> <p>PA will attend all parents events at school for years 9, 10 and 11 to provide IAG services to parents</p> <p>We will work with schools utilising developments in Extended Schools to provide sessions for parents on how they can most effectively support their child to make the transition to post-16</p> <p>All parents will have access to information on the range of Connexions services available through a specific section on the Connexions Oldham web site</p> <p>Personalised invitations will be sent to the parents of Year 11 young people for the annual Your Choice Exhibition. At the exhibition we will provide workshops for parents on issues including: Finance and HE; EMA; and Post-16 Options</p>	<p>Publication distributed</p> <p>PAs attend all events</p> <p>80% of schools offering sessions by 2010</p> <p>1,000 Web-site hits by March 2009</p> <p>Minimum of 400 parents attending Your Choice Exhibition</p>		IAG Quality Standard 7

Section 9 – Aim: Effective Use of Information Events and other Communications Media

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>9.3 To communicate effectively with other key partners and agencies about the work of Connexions Oldham</p>	<p>The PSO Marketing Officer will liaise with Oldham MBC to ensure that the role of Connexions is publicised through the bi-monthly <i>Oldhamer</i> publication that is distributed to all households in the Borough</p> <p>We will also seek to ensure that information about Connexions services and a link to the Connexions Oldham web site are included on the Oldham MBC web site</p> <p>We will produce a regular electronic newsletter aimed at partners about the work of Connexions Oldham, which will be distributed to key partners and stakeholders</p>	<p>Minimum of one feature per year included in <i>Oldhamer</i></p> <p>Presence and link established by September 2008</p> <p>First newsletter distributed by September 2008</p>		<p>IAG Quality Standard 8</p>

Section 10 – Aim: Effective Involvement of Service Users in Service Design, Planning & Delivery

Key Points

We intend to utilise our existing young people’s engagement staff to implement an engagement and involvement strategy for young people. Similarly we will seek to work with existing stakeholder forums: headteachers groups; 14-19 learning groups; and the wider Children & Young People partnership to ensure that they influence how we design, plan and deliver the Connexions Service in Oldham Borough. We will ensure that the following is in place:

- Mechanisms for ensuring that schools, the Colleges and other partners are consulted as the Connexions Business Plan is developed;
- Engagement team supporting “Connexions Champions” in schools;
- A Connexions Advisory Board comprising young people to advise the IYS Delivery Partnership on matters related to Connexions; and
- Recruit and train young people to engage in staff recruitment.

Section 10 – Aim: Effective Involvement of Service Users in Service Design, Planning & Delivery

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
10.1 Involve young people in the design, quality assurance and evaluation of Connexions services	<p>PSO will have a Young People’s Engagement team to facilitate involvement of young people across both Boroughs</p> <p>We will continue the “Connexions Champions” model of involvement for young people in all Oldham schools. This will involve two young people from Years 9, 10 and 11 being given accredited training to support the PA in their school in sharing information, getting feedback and developing service provision. They will also be involved in the training of new Connexions Champions each year</p> <p>We will involve a group of Year 11 young people in planning and delivering the annual “Your Choice” careers exhibition</p>	<p>Engagement team in post April 2008</p> <p>Connexions Champions in all schools</p> <p>Planning group established</p>	Empowerment targets	IAG Quality Standard 6

Section 10 – Aim: Effective Involvement of Service Users in Service Design, Planning & Delivery

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
	<p>We will continue support a Connexions Advisory Board that will be act to advise the IYS Delivery Partnership on Connexions matters</p> <p>All recruitment to posts within Connexions Oldham that involve direct delivery of services to young people will include an assessment carried out by suitably trained young people</p> <p>The Connexions Centre will have a Young Person's Room that they will design, manage and use for meetings</p> <p>We will organise regular evaluation exercises of all of our service provision with relevant young people and act upon suggestions that are made for improvements. We will publish the results and the subsequent actions on the Connexions Oldham web site</p>	<p>Advisory Board continues</p> <p>Young people trained in recruitment and selection</p> <p>Room operational</p> <p>Evaluation programme in place</p>		
10.2 Involve key stakeholders in the design and evaluation of Connexions services	<p>We will endeavour to ensure that a wide range of key partners, including: the Council; Oldham Local Learning Partnership; the Primary Care Trust; Youth Offending Team; local voluntary and community groups; and schools, the Colleges, employers and training providers are involved in or consulted on the annual Connexions Business Plan.</p> <p>All stakeholders will have the opportunity to be involved in an audit of Connexions provision against the IAG Quality Standards and will receive feedback about the findings and the subsequent actions to be taken</p>	<p>Connexions Business Plan produced by February 2008</p> <p>Evaluation exercises undertaken / action plan published</p>	Continuous improvement against all key targets	<p>IAG Quality Standard 11</p> <p>Connexions Business Planning Guidance 2006-08</p>

Section 11 – Aim: Effective People Management & Engagement

Key Points

As part our overall annual business planning process we establish two key “people management” targets:

- Staff sickness absence levels; and
- Staff turnover.

For the last three years we have achieved our targets and subsequently reduced them further, resulting in returns for 2006-07 of:

	Target	Achieved
Staff sickness absence levels	5.2%	4.3%
Staff turnover	17.0%	4.6%

A of our people management and engagement strategy will include:

- Collaborative approaches to service design, planning and delivery between managers and staff
- Benchmarking against IAG Quality Standards;
- Implementing the PSO *Effectus* performance management and review system;
- An employee consultative committee; and
- Robust recruitment processes.

Section 11 – Aim: Effective People Management & Engagement

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
11.1 Ensure that managers have the necessary systems and tools to effectively manage the performance of team members	<p>We will continue with the <i>Effectus</i> performance management system that enables managers to agree objectives, performance measures and identify training needs with each of their team members, within a structured process of regular reviews and an annual assessment of their performance against the objectives</p> <p>All delivery staff will undergo Key Steps assessments of a sample of their work with young people (and employers for the LAP team). This system ensures that staff receive objective and structured feedback from their team manager that can be used to ensure quality and facilitate professional development</p>			IAG Standards 5, 10 & 11
11.2 Ensure that internal communication with staff is clear and effective	<p>Internal communication systems will ensure that all staff have monthly Team Meetings that include the opportunity to review minutes of Senior Management meetings</p> <p>Staff will be encouraged to contribute to the production of an internal quarterly electronic newsletter that will incorporate a mix of professional, social and local interest features</p>			
11.3 Implement a clear system of staff consultation and feedback	<p>We recognise that not all staff will be members of a trade union and so we continue with our Employee Consultative Committee. This forum will draw from a proportionate number of representatives from each service area across the organisation who will represent their colleagues in discussions with HR and the Chief Executive on issues affecting them and the organisation in a spirit of openness and consultation.</p>			

Section 11 – Aim: Effective People Management & Engagement

Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
<p>11.6 To implement recruitment and selection processes that ensure that the most suitable people are employed at Connexions Oldham including having due regard to the safeguarding of young people</p>	<p>We will ensure safe recruitment and selection processes that include the following elements:</p> <ul style="list-style-type: none"> Clear Job Descriptions and Person Specifications, covering the six “Ways of Working” that we will expect of all staff (Working Together, Focusing on Performance, Developing Yourself & Others, Thinking Things Through, Achieving Results and Working with Change); Selection to all posts that involve direct delivery to young people will include an exercise with trained young people; Selection to all posts will include a range of assessment exercises, suitable to the post, and could include psychometric testing, presentations, “desk top” exercises and a panel interview; Selection for all posts will include the take up of references, completion of an Enhanced CRB check, and use of “Personal Interviews” to ensure that only those suitable to have access to young people are employed <p>We will regularly monitor the demography of the Connexions workforce in Oldham and seek to ensure it is representative of the demographic mix in the Borough. To ensure this we positively encourage applicants from diverse groups and utilise our proposed trainee recruitment in the absence of qualified staff from these communities</p>			<p>IAG Standards 8 & 10</p>

Section 12 – Supporting The Five Every Child Matters Outcomes				
Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
Being Healthy				
Increase the number of young people accessing Young People's Substance Misuse services (YPSMS)	PAs will be equipped to undertake basic assessments of and interventions with young people using the Greater Manchester Substance Misuse Screening and Assessment Tool. Referral to YPSMS for Tier 3 and 4 interventions will be made where required	PAs trained	YPSMS targets supported	IAG Quality Standard 2
Develop robust referral links with CAMHS services	Improved feedback from PAs re referrals in Self Assessment 2008	Improved referral rates	CAMHS targets supported	IAG Quality Standard 2
Develop close partnership working with Teenage Pregnancy Advice Services	Ensure that PAs have knowledge of all specialist services available to support young people	Improved referral rates	Teenage Pregnancy rates	IAG Quality Standard 2
Staying Safe				
Reduce levels of bullying and discriminatory behaviour in schools	Participate in pan-Oldham Anti-bullying initiatives aimed at reducing the number of reported incidents of bullying.	Reduce reported bullying and percentage of 11-15 year olds reporting racist abuse, threats or attacks in schools and other venues		
To ensure that Connexions staff are involved in developments of the Common Assessment Framework, Lead Professional and ContactPoint	Liaise with Oldham Council to ensure that Connexions staff are linked to all developments in the Borough Involve all PAs in CAF training and implementation	All PAs involved in CAF		

Section 12 – Supporting The Five Every Child Matters Outcomes				
Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
To play a full role in the Local Safeguarding Children Board	Participate fully at the appropriate level of seniority at the LSCB and its range of sub-groups	Reduction in number of young people suffering from abuse and neglect		
To ensure that Connexions staff work effectively with staff from Children’s Services (Social Care) to support Looked After Children	Deliver partnership approach outlined in a Service Level Agreement Allocate dedicated PA resources to work with LAC and Aftercare young people.	Effective partnership working	EET Outcomes for LAC and Aftercare group at 19	
Enjoying & Achieving				
To play a full role in the development of Extended Services (Secondary)	Senior manager to be involved in the ES Steering Group	ES Delivery Plan delivered		
To support the drive to increase attainment in secondary schools	Senior Managers to be fully involved in appropriate local partnerships and 14-19 groups	Attainment rates in schools increase		
Making a Positive Contribution				
Develop the contribution to the design, management, delivery and evaluation of Connexions of young people of school age	Involve the Schools Connexions Forum in the Your Choice Exhibition Maintain and develop the “Connexions Champion” model	Successful involvement in exhibition Connexions Champion model implemented		
Develop the contribution to the design, management, delivery and evaluation of Connexions of post-16 young people	Develop the Connexions Advisory Board	Representatives on the Advisory Board reflect the Borough’s demography		

Section 12 – Supporting The Five Every Child Matters Outcomes				
Objective	Delivery Processes	Success Indicators	Targets Addressed	National Guidance/ Standards Reference
Ensure young people are helped to access up-to-date information on <i>Positive Activities</i> including personal development, sport, leisure and volunteering activities	Ensure PAs can access information on available opportunities via the intranet, through promotion in the Connexions Centre and through professional development sessions	Increased number of activities promoted in the Centre and on the intranet		
Achieving Economic Well-being				
Reduce NEET rates and increase participation in learning across the Borough	Develop and review the NEET strategy in partnership with the IYS Delivery Partnership	Strategy reviewed each quarter	Increased participation rates and reduced NEET rates for the area	
Be involved in a pan-Greater Manchester vacancy exchange system	Continue to subscribe to Cxns2Jobs the pan-Manchester vacancy service operated by Better Choices on behalf of Greater Manchester Connexions providers	Increase in young people from Oldham accessing vacancies in other Greater Manchester boroughs Increase number of Oldham-based vacancies on the system	Increased participation rates and reduced NEET rates for the area	
Support the Borough's Young People's Housing Strategy	Senior Managers to be fully involved in appropriate local partnerships	Engagement with housing advocacy staff		

Section 13 – Budget Proposals 2008-09

These budget proposals are based on “Connexions element” funding streams in the Area Grant for 2008-09. This includes:

- The main Connexions Grant; and
- Positive Activities for Young People (PAYP);

It also includes other income anticipated from:

- Learning Agreement and Activity Agreement Pilot;
- Junior University;
- LSC Co-financing “Reducing NEET in Oldham”;
- Continuation of funding from the existing NEET strategy (Working Neighbourhoods Fund/Local Initiative Development Fund etc.; and
- A number of other small funding streams.

PSO (PSO) is a not-for-profit charitable trust and, as such, has no share capital, nor does it pay dividends to shareholders. All income is utilised to deliver its charitable objects in line with the contractual requirements placed upon it by funding bodies.

Provision is made in its financial strategy to ensure that sufficient reserves are held to ensure continued financial stability and cover such items as limited redundancy costs, actuarial re-calculation of pension contributions, unforeseen maintenance costs and the balance between capital investment and depreciation of assets.

13.1 Income

Item	Source	Education	Community	Total
Bank Interest re-investment	PSO	2,500.00	2,500.00	5,000.00
Connexions Grant	Local Area Grant	1,206,140.00	1,267,860.00	2,474,000.00
Connexions Learning Agreement Pilot	Bury MBC	0.00	227,299.37	227,299.37
Connexions Activity Allowance Pilot	Bury MBC	0.00	84,232.00	84,232.00
LIDF Developments c/f	Learning & Skills Council	0.00	70,000.00	70,000.00
Reducing NEET in Oldham	Learning & Skills Council	68,885.55	68,885.55	137,771.10
Junior University	Working Neighbourhood's Fund	76,217.46	0.00	76,217.46
PAYP Key Workers	Local Area Grant	93,750.00	31,250.00	125,000.00
Miscellaneous	Various	14,262.00	50,189.31	64,451.31
Total		1,461,755.01	1,802,216.23	3,263,971.24

13.2 Expenditure

Key features include:

- Deploying over 90% of staffing costs on direct delivery staff to maximise interventions with young people across the age range;
- Delivering some operational services and all “back office” services across the full range of PSO’s services to minimise overheads and gain efficiencies on the Connexions income;
- Commissioning includes the NEET reduction strategy element and the Activity Agreement pilot and;
- A small contingency (2.2%) allows for depreciation and unforeseen expenditure.

Item	Connexions - Education Services	Connexions - Community Services	Total		
Operational Delivery Staff	1,009,073.19	1,270,327.54	2,279,400.73	87.0%	
Support Staff and Senior Management	110,720.01	145,208.43	255,928.44	9.8%	
Other Staff costs (Travel etc.)	34,481.00	49,524.29	84,005.29	3.2%	
Total	1,154,274.19	1,465,060.26	2,619,334.46	100.0%	82.0%
Premises	102,059.65	142,307.57	244,367.22		
Telephony/IT etc	54,597.13	76,127.89	130,725.02		
Total	156,656.78	218,435.46	375,092.24		11.7%
Consumables	53,327.93	48,262.46	101,590.39		
Commissioning	48,000.00	34,350.00	82,350.00		
Total	101,327.93	82,612.46	183,940.39		5.8%
Legal, Financial, Payroll etc	6,029.76	8,245.95	14,275.70		
Total	6,029.76	8,245.95	14,275.70		0.4%
Grand Total	1,418,288.66	1,774,354.12	3,192,642.79		100.0%
Income	1,461,755.01	1,802,216.23	3,263,971.24		
Contingency	43,466.35	27,862.11	71,328.45	2.2%	

13.3 Breakdown of Staff Costs

Staffing costs are based on an accurate calculation of individual salaries and on costs based on:

- Pension employer contributions remaining at 12.8%; and
- The full implementation of the PSO Reward Management Process resulting from a job evaluation process completed in March 2008 which reduces most posts two a two point scale.

	FTE	Average Unit Cost	Other Staff costs, travel etc.	Total Unit Staff Costs	Total Staff Costs
Connexions Education Services					
Curriculum Consultant - Careers Education	1.0	£40,254.00	£1,610.16	£41,864.16	£41,864.16
Connexions Assistant	1.0	£19,050.00	£762.00	£19,812.00	£19,812.00
Connexions Personal Advisers	23.0	£28,500.00	£1,140.00	£29,640.00	£681,720.00
Team Manager - Educational Services	3.0	£40,254.00	£1,610.16	£41,864.16	£125,592.48
Total	28.0		£5,122.32		£868,988.64
Connexions Community Services					
Activity Agreement Manager	0.5	£40,254.00	£1,610.16	£41,864.16	£20,932.08
Connexions Assistant	3.0	£19,050.00	£762.00	£19,812.00	£59,436.00
Connexions Centre Receptionist	3.0	£17,760.00	£710.40	£18,470.40	£55,411.20
Connexions Personal Adviser	18.0	£28,500.00	£1,140.00	£29,640.00	£533,520.00
Team Manager - Community Services	2.0	£40,254.00	£1,610.16	£41,864.16	£83,728.32
Marketing & Information Support Officer	1.0	£19,050.00	£762.00	£19,812.00	£19,812.00
Learning Agreement Manager	1.0	£40,254.00	£1,610.16	£41,864.16	£41,864.16
Outreach and Detached Co-ordinator	1.0	£32,425.00	£1,297.00	£33,722.00	£33,722.00
Team Manager - Management Information	0.4	£40,254.00	£1,610.16	£41,864.16	£16,745.66
Tracking & Vacancy Assistant	2.0	£21,612.00	£864.48	£22,476.48	£44,952.96
Training Adviser (Learning Agreement)	4.0	£24,209.00	£968.36	£25,177.36	£100,709.44
Young Peoples' Empowerment Manager	0.4	£40,254.00	£1,610.16	£41,864.16	£16,745.66
Total	36.3				£1,027,579.49
Support Staff & Senior Management					
Administration	2.0	£19,050.00	£762.00	£19,812.00	£39,624.00
Assistant Finance Manager	1.0	£33,120.00	£1,324.80	£34,444.80	£34,444.80
HR Adviser	1.0	£26,976.00	£1,079.04	£28,055.04	£28,055.04
IT Technician	2.0	£15,271.00	£610.84	£15,881.84	£31,763.68
Connexions Local Manager	1.0	£53,710.00	£2,148.40	£55,858.40	£55,858.40
Total	7.0				£87,622.08
Total FTE	71.3				£1,984,190.21