

**REPORT TO: POLICY AND RESOURCES COMMITTEE – 22 APRIL 2013**

**REPORT ON: TOTAL PLACE REVIEW TO MORE CHOICES MORE CHANCES APPROACH**

**REPORT BY: CHIEF EXECUTIVE**

**REPORT NO: 181-2013**

**1. PURPOSE OF REPORT**

1.1 This report will give the background to the Total Place Review of the More Choices More Chances Approach and proposed arrangements for taking forward the main issues identified.

**2. RECOMMENDATIONS**

2.1 It is recommended that the formal Total Place review process ends and the main issues progressed through the series of existing programmes and partnership arrangements as set out in para 5.5 below and contained in the Opportunities for All action plan in Appendix 1.

**3. FINANCIAL IMPLICATIONS**

3.1 The recommendations set out in para 5.5 below will be taken forward by existing partnership arrangements and costs will be met from resources previously allocated to these workstreams.

**4. BACKGROUND**

4.1 The More Choices More Chances (MCMC) Total Place approach was established in order to design and implement a 'getting it right' approach by developing opportunities for early intervention, joint working, planning and integration of services for young people at or at risk of needing More Choices and More Chances.

There are currently 1098 young people in Dundee aged between 16 and 19 who are in not in employment, education or training. Through joint working with partners, the Council has made some progress in increasing the number of school leavers moving into positive destinations; an annual increase of 5.5% for leavers during the school year 2011/12. However, ensuring their continued progression and securing stable employment remains a particular challenge. Only 14.4 % of leavers entered employment which is 4.9% below the Scottish average.

Research shows that early spells of unemployment can:

- increase the likelihood of future spells of unemployment
- diminish young people's feelings of attachment to work
- depreciate the 'market value' of skills acquired in school as they are not put to use
- be used as a screening device by employers

4.2 Earlier intervention in young people's lives to support an effective transition into employment, education or training will reduce the likelihood of long term

unemployment, health and social inequalities and is consistent with the principles contained in Dundee's strategy for tackling poverty and promoting inclusion, 'For Fairness in Dundee'.

## 5. TOTAL PLACE PROCESS

- 5.1 To begin to really understand the needs of unemployed young people in Dundee a Total Place approach was commissioned and this sought to:
- promote a coherent approach and develop services that meets the needs of young people in Dundee aged between 14 and 24 years who are in need of More Choices and More Chances
  - engage and empower young people and communities so that they could develop outcomes for themselves
  - develop more effective collaboration between organisations and simplify and streamline service delivery to this client group
- 5.2 During the period November 2011 to May 2012 an interested group of stakeholders, including those already involved in the MCMC Operational Management Group, engaged in an intensive process to analyse the needs of young people in the MCMC cohort and to work with them to develop innovative solutions. Six intensive 'Hothouse' days were held for staff from Education, Social Work, NHS, Voluntary Sector, Dundee College, Housing, CLD and Jobcentre Plus.
- 5.3 This process also involved consultation with over 100 young people and other community members in the form of questionnaires, focus group meetings, observations at young people's services and through 1:1 contact.

Young people said that:

- trusting relationships and consistent support are important to them
  - they want people to believe that they can achieve something
  - they want more from school – qualifications, a good standard of reading and writing and employability skills
  - work experience matters and can give them a real understanding of the world of work
  - getting a job is their priority
- 5.4 Further engagement sessions were held with other practitioners to advance the initial ideas and this resulted in the following key points being identified:
- resources are currently targeted on crisis intervention and there is very little in the way of preventative spend.
  - peer group influence is a major factor on attendance and behaviour. Peer led initiatives are therefore more likely to make an impact.
  - young people often begin to disengage from formal education during S2 / S3 and earlier intervention is required to stop this.
  - young people in the MCMC group did not feel that the curriculum was engaging them

- young people value opportunities to behave responsibly such as peer education/mentoring and feel that more can be developed to build their leadership skills.
- there is a need to work with young people in the MCMC group to help them develop ambition and aspirations and to find the motivation for change
- family views and values impact on young people's attitude towards education and employment

5.5 When the Total Place group discussed the types of action which would most effectively address these issues, it became apparent that they were already being considered within a range of other partnership strategies and workstreams relating to early years, integrated children's services and employability. One of the primary aims of the Total Place approach is to remove duplication and to join up working across partners as a way of improving the efficiency and value for money of services. It is recommended, therefore, that the most effective way forward in both financial and outcome terms is to connect the main priorities emerging from the MCMC Total Place approach to the following forums which have been identified as the most appropriate routes for the further development:

Key Area	Areas for Development	Forum for Progression
Early Intervention	Support to families at a very early stage to prevent disengagement at school	Lochee Early Years Partnership
Co-ordination & Effective Support	Better use of our shared information and resources (premises, staff, etc) to meet the specific needs of young people in local secondary school clusters.	Learning Community Partnerships
Create more employment opportunities for young people	Modern Apprenticeship programme for Dundee City Council	Dundee City Council Paper approved by Policy & Resources Committee – 14/1/13
Supporting Parents & Families	Ensure partnership strategies for supporting parents address the support needs of parents with older children/teenagers.	Being a Parent in Dundee
Developing employability skills	Develop a more co-ordinated and integrated approach towards work experience placements.  Develop a cohesive and co-ordinated senior phase of the curriculum involving a range of school and community based opportunities	Employability Partnership Employer Engagement Group  Opportunities for All Partnership

5.6 In addition, an Opportunities for All action plan for 2013 (Appendix 1) has been prepared for the Dundee Partnership in response to the Scottish Government's Youth Employment Strategy which was launched in 2012. This covers a range of activity across the public, private and voluntary sectors. Taken together with the Total Place actions proposed above, the Opportunities for All action plan sets out a comprehensive and achievable course for tackling youth unemployment and promoting positive destinations for young people in Dundee.

**6. POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality and Impact Assessment and Risk Management. Its recommendations will positively impact on key Fairness Strategy issues relating to early years, child poverty and employability.

An Equality Impact Assessment is attached to this report.

**7. CONSULTATIONS**

The Council's Strategic Management Team and employability partners have been consulted in the preparation of this report

**8. BACKGROUND PAPERS**

None.

David K Dorward  
Chief Executive

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15/04/2013

## DUNDEE OPPORTUNITIES FOR ALL (OFA) PARTNERSHIP – PRIORITIES FOR 2013

Key Development	Partnership Responsibilities	Actions	Partnership or Single Agency Response	Timescale
<b>Scotland's Youth Employment Strategy</b>	Ensure partnership provision is aligned to the needs of the local labour market	Distribution of local labour market information to partnership members to help inform the planning of provision and to develop joint responses. Review partner management information of current clients and projected needs on a quarterly basis.	City Development OFA Partnership Employer engagement group All Partners	Jan 2013 onwards  Jan, April, August, November
	Reduce duplication of support – national & local agencies	Review of young people's employability pipeline. Ensure consistency with ICS Commissioning Framework	OFA Partnership /Employability Core Group OFA Team	By March 2013
	Develop job opportunities	Implement actions contained within DCC's Modern apprenticeship paper Promote youth employment opportunities within the Employer Engagement Group Maximise use of community benefit clauses in partnership contracts Increase the proportion of young people in the workforce Maximise use of employer recruitment subsidies to support employment opportunities – examples of other models	Dundee City Council  OFA Team  Partners  Partners  PSRA Manager Employability Manager	Jan 2013
	Develop a youth employment action plan	Mapping of current resources Analysis of need & identification of gaps in provision, duplication of services and potential opportunities.	SDS OFA Partnership	Feb 2013

	Develop strong partnerships with private sector to support them to help young people sustain work	OFA Manager to attend Employer Engagement group to ensure needs of young people are shared. Ensure youth employment is a focus for the new Employer Engagement post Carry out actions from Dundee City Council's Employer Summit for Youth Employment.	OFA Team  Employer Engagement group City Development / OFA Team	Jan 2013
<b>Opportunities for All</b>	Community Planning Partnership has responsibility for engaging and supporting all young people up 'til their 20 <sup>th</sup> birthday into positive learning opportunities	Commitment from partners to allocate resource to support Opportunities for All Develop key worker capacity to meet the increased demand for 1:1 support and the reduced budget for Activity Agreements. Stronger links with Inspiring Scotland providers to share information and provision Mapping exercise to identify potential key workers	Partners  OFA Team SDS CLD  OFA Team / Partners  OFA Team / Partners	Jan 2013  Jan 2013
	Increased role for Community Learning & Development in supporting young people and developing provision.	Develop employability skills group work programmes	OFA Team CLD	
	Identification and engagement for all 16 – 19 year olds	Priority need to make sure the Data hub is fully operational Capture CLD data in Data hub	SDS / OFA Team/DWP  SDS/CLD	
	Tracking and progress for each young person	Develop assessment and review process based on ICS shared assessment	OFA Team SDS Team	Feb 2013
<b>Early Intervention</b>	Begin to shift resources towards prevention and away from crisis intervention	Review of risk matrix/MCMC indicators to better identify young people at risk of disengaging	OFA Team	March 2013

		<p>Ensure employability/ progression from school is embedded in social work support for young people.          Develop family support and interventions          Develop peer led approaches to supporting young people who have disengaged          Develop parent support programmes for young people which include the development of employability skills.</p>	<p>OFA Team/          ICS/Throughcare Team/          Locality Teams</p> <p>CLD/OFA Team</p>	
<b>Transition</b>	<p>Transition planning &amp; support for all young people but with additional resources available for those most at risk.</p>	<p>Ensure Opportunities for All is a central part of the Learning Community Partnerships being developed in Dundee to develop local projects and agree transition arrangements.          Strengthen transition support arrangements for young people on supervision orders.</p>	<p>CLD/OFA Team</p> <p>OFA Team / SWD</p>	
<b>Curriculum</b>	<p>Career guidance and support</p> <p>Cohesive and co-ordinated senior phase of the curriculum involving a range of school and community based opportunities</p>	<p>Ensure guidance staff are aware of 'My World of Work' as a career planning tool and a resource for developing employability skills..</p> <p>Develop the Senior Phase in Dundee to ensure all provision is planned in accordance with the Curriculum for Excellence.          Ensure third sector partners are supported to develop assessment frameworks for their provision.          Continue to support young people to develop personal learning portfolios</p>	<p>SDS/Education</p> <p>Education/ Dundee College/SDS/Vol Sector</p> <p>Youth Work Partnership</p> <p>Education</p>	

		detailing vocational/academic skills. Examine the opportunities for using the Certificate of Work Readiness in all Senior Phase provision	SDS	
<b>Asset Based Approach</b>	Promote partnership work with young people to involve them in developing solutions and new ways of working	Develop reporting links with Looked After Children's Board Involve young people in service reviews and service planning meetings	ICS Team  Partners/OFA Partnership	
<b>Family Firm</b>	Promote the role of Corporate Parents in ensuring care leavers are given additional support	Continue to meet and review needs of care leaver cohort Share management information on needs with OFA Partnership on a quarterly basis Develop more responsive training opportunities to promote motivation and pre-employment skills for the most disengaged group. Develop mentoring training for staff involved in supporting training or workplace supervision for care leavers	OFA Team / SWD/SDS  OFA Team  SDS/CLD/Vol Sector/Dundee College  DCC	Jan 2013
<b>Volunteering</b>	Promote volunteering as an opportunity for young people to develop their skills.	Ensure volunteering is recognised through national awards – Saltire Award, ASDAN.etc	Youth Work Partnership Dundee College Dundee Volunteer Action	



## DUNDEE CITY COUNCIL

### Equality Impact Assessment Tool

#### Part 1 Description / Consultation

Is this a Rapid Equality Impact Assessment (RIAT) ?	YES
Is this a Full Equality Impact Assessment (EQIA)?	NO
Date of assessment 1/4/2013	Title of document being assessed Total Place Review of More Choices, More Chances Approach
Committee report number 181-2013	
1) This is a new policy, procedure, strategy or practice being assessed (If yes please tick box) <input type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please tick box) <input checked="" type="checkbox"/>
2) Please give a brief description of the policy, procedure, strategy or practice being assessed.	The More Choices More Chances (MCMC) approach which supports young people into positive destinations including employment, education or training.
3) What is the intended outcome of this policy, procedure, strategy or practice?	To increase the number of young people in Dundee reaching positive destinations and improving the quality of services provided by the Council and its partners.
4) Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	Total Place review materials and findings.
5) Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	A number of young people at school, in training or alternative provision were consulted through questionnaires and focus groups.
6) Please give details of council officer involvement in this assessment. (E.g. names of officers consulted, dates of meetings etc)	Community Planning Manager MCMC Manager
7) Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy?  (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	There will be ongoing engagement with young people as part of regular development of MCMC/Opportunities for All services.

## **Part 2 Protected Characteristics**

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	<b>Positively</b>	<b>Negatively</b>	<b>No Impact</b>	<b>Not Known</b>
Ethnic Minority Communities including Gypsies and Travellers			√	
Gender			√	
Gender Reassignment			√	
Religion or Belief			√	
People with a disability				√
Age	√			
Lesbian, Gay and Bisexual			√	
Socio-economic	√			
Pregnancy & Maternity			√	
Other (please state)			√	

## **Part 3 Impacts / Monitoring**

1) Have any positive impacts been identified? (We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)	If yes please give further details  Yes. This approach will benefit young people from disadvantaged backgrounds.
2) Have any negative impacts been identified? (Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)	If yes please give further details  None.
3) What action is proposed to overcome any negative impacts? E.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. see Good Practice on DCC equalities web page	Please give further details  N/A

<p>4) Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome? (If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>If yes please give further details</p> <p>N/A</p>
<p>5) Has a 'Full' Equality Impact Assessment been recommended? (If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required) Seek advice from your departmental Equality lead.</p>	<p>If yes please give further details</p> <p>No</p>
<p>6) How will the policy be monitored? (How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.</p>	<p>Please give details</p> <p>The number of young people reaching positive destinations is a performance indicator in the Single Outcome Agreement and the Council Plan. Progress on both of these will be reported to P&amp;R Committee.</p>

**Part 4 Contact information**

Name of Department or Partnership:

Chief Executive's Department, Community Planning

Type of Document

Human Resource Policy	
General Policy	
Strategy/Service	√
Change Papers/Local Procedure	
Guidelines and Protocols	
Other	

**Contact Information**

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<b>Signature of author of the policy:</b>	<b>Date</b>
<b>Signature of Director / Head of Service area:</b>	<b>Date</b>
<b>Name of Director / Head of Service:</b>	David Dorward, Chief Executive
<b>Date of next policy review:</b>	December 2014