



# Dream • Again

York's Strategic Plan for Children, Young  
People and their Families 2013-2016



Children and Young People's  
Plan

# Action Plan

January 2013  
to  
June 2014

# Dream Again, Children & Young People's Plan 2013 -2016



## Action Plan Part One: January 2013 – July 2014 (Part Two will follow review & update July 2014)

### Priority 1: Helping all York children enjoy a happy family life

We have always recognised that children are best brought up in their own family. Where that is not safely possible, we will always seek to ensure alternative high quality care arrangements. For most, and when appropriate, this will be in local family placements. So we need to ensure we give extra help to any family experiencing particular difficulties and those parents who may be vulnerable. We will continue to support our foster families, adoptive parents, and extended family members who take on the care of vulnerable children.

**We will know we have succeeded** when we have reduced the number of children who are looked after in York and the number who are subject to protection plans.

Actions	Measures	Lead
<ol style="list-style-type: none"> <li>1. Develop and implement an Integrated Family Support Service for the city, incorporating the Troubled Families programme.</li> <li>2. Implement infrastructure to evidence impact and enable payment by results.</li> </ol>	<p>Number of troubled families engaging with the programme.</p> <p>New IFS Service established and impact understood.</p> <p>Programme meeting key national and local strategic objectives.</p> <p>Fewer children looked after &amp; subject to protection plans.</p> <p>Numbers of CAFs.</p> <p>By March 2013</p>	<p>Troubled Families Steering Group</p>



Actions	Measures	Lead
3. Review the effectiveness of Integrated Family Support and the impact on our looked after figures through inclusion in a regional improvement funding research programme.	Review complete and findings informing planning.  By September 2013.	Assistant Director, Children's Specialist Services
4. Provide more family based interventions to help parents, carers and families gain confidence in parenting and caring skills, and reduce barriers that impact adversely on good quality family life.	More families attending targeted parenting programmes.  Ongoing  More family based interventions provided; working with 150 families in need of support.  By March 2014	Children's Trust Unit / Manager, Future Prospects
5. Provide support for teenage parents through specific programmes, meeting their needs as young people as well as young parents.	Support in place. Take up of Care to Learn funding. Numbers attending programmes e.g. Yorbabe, Babes in Arms, Minding the Baby  By June 2013	Strategic Commissioner, Teenage Pregnancy, Substance Misuse and Risky Behaviours / NSPCC

Actions	Measures	Lead
6. All relevant organisations placing the 'whole family' at the centre of new economic initiatives and changes to local service delivery.	Evident in new strategies and plans. . More referring between organisations of families in need of help.  By July 2014	Head of Communities & Equalities
7. Provide events at libraries that involve the whole family and where all ages are welcome.	More events and participants.  By June 2013	Library Service Delivery Manager
8. Implement our Looked After Children Strategy.	Strategy beginning to have an impact on improving outcomes for looked after children.  By December 2013	Strategic Partnership for Looked after Children
9. Improve the stability of foster placements for looked after children.	Fewer unplanned placement moves  By 2014	Children's Social Care / Strategic Partnership for Looked after Children

Actions	Measures	Lead
<p>10. Improve educational outcomes for looked after children, in particular for children placed outside York.</p> <p>11. Use personal education plans to drive up standards.</p> <p>12. Improve the number and quality of Personal Education Plans</p>	<p>Educational attainment of looked after children increasing (key stage results).</p> <p>By September 2014</p> <p>More PEPs completed. Evidence of more PEPs informing assessment, planning, provision and review.</p> <p>Process for auditing the quality of PEPs reviewed. School staff attending termly training events.</p> <p>By June 2013</p>	<p>York Education Partnership / Strategic Partnership for Looked after Children</p> <p>Assistant Directors, Children's Specialist Services &amp; Education and Skills / LAC Virtual Head teacher / Educational Psychologist Service</p>
<p>13. Improve the timeliness of health assessments for looked after children, including those who whose placement address is outside of the city boundary.</p>	<p>More initial health assessments undertaken within 20 days of placement. Evidence of more health assessments informing assessment, planning and review.</p> <p>By March 2013</p>	<p>Children's Social Care / Lead Doctor for LAC / Specialist Nurse for LAC / Strategic Partnership for Looked after Children</p>

Actions	Measures	Lead
14. Improve aggregate data and information held about the health needs and educational progress of looked after children, to provide a clear aggregated picture of trends and priorities and to better understand what needs to be achieved to further improve their achievement.	Aggregate information and data available.  By September 2013  This informing planning and commissioning.  By March 2014 / ongoing	Strategic Partnership for Looked after Children
15. Strengthen 'corporate parenting' arrangements (the council acting as a parent to a child in care).	More Elected Members championing the interests of looked after children across more areas of council and partnership business.  By September 2013	Strategic Partnership for Looked after Children
16. Implement the recommendations arising from the Safeguarding and Looked After Children inspection.	SLAC Action plan implemented.  By January 2013	Safeguarding Board / Strategic Partnership for Looked after Children
17. Review local practice, systems and processes in the light of the revised Working Together Guidance.	Review complete  By September 2013	Safeguarding Board / Safeguarding Unit
18. Use the strengthened performance and outcomes framework to focus on achieving the best possible outcomes for children with safeguarding and protection needs.	New performance framework in place and routinely monitored.  By March 2013 / ongoing	Safeguarding Board / YorOK Board

Actions	Measures	Lead
19. Implement local responses in relation to emerging local and national safeguarding issues, for example child sexual exploitation, substance misuse, neglect, domestic abuse.	Appropriate changes / responses made.  As required / ongoing	Safeguarding Board / North Yorkshire Police
20. Review scrutiny arrangements within the council in the context of strengthening local safeguarding arrangements.	Scrutiny arrangements include a clear and regular focus on safeguarding and child protection management and practice.  By March 2013	Assistant Director, Children's Specialist Services / Chair of Safeguarding Board
21. Review child in need and child protection assessment procedures to ensure 'smarter' planning.	Review complete.  By March 2013	Head of Service, Children's Social Care
22. Continue to provide training and other opportunities to strengthen our approach to early intervention and help to reduce the need for children and young people to become looked after and subject to child protection plans; <ul style="list-style-type: none"> <li>• Actively promote the 'think family' approach when commissioning training and development opportunities and through our work with adults' services;</li> <li>• Continue to deliver learning programmes through the Safeguarding Board, meeting local needs and national requirements.</li> </ul>	Planning and commissioning of training and learning is underpinned by early intervention agenda. Training and learning opportunities being delivered.  By September 2013 / ongoing	Children's Trust Unit Manager / Workforce Development Unit / Safeguarding Unit

## Priority 2: Supporting those who need extra help at the earliest opportunity

We already have evidence of differences in educational and health outcomes for Looked After Children compared with their peers and – despite some progress – in the attainment of pupil’s eligible for free school meals or the pupil premium. We also have concerns about the outcomes for young people from the Traveller community and for Young Carers. Finally, we need to do more to help young people, and especially those with a learning difficulty or disability, to find employment after school or university. For all these groups, we need imaginative programmes of support and challenge.

**We will know we have succeeded** when we have narrowed the gap in outcomes through the statistics we collect, and by asking the young people to tell us honestly about their experiences.

Actions	Measures	Lead
23. Continue to develop our understanding of the health and wellbeing needs of groups of children who need additional help.	<p>Profiles of local need improving.</p> <p>By September 2013</p> <p>These informing planning, strategy and commissioning.</p> <p>By March 2014 / ongoing</p>	<p>Children’s Trust Unit / Public Health / Head of Communities &amp; Equalities / All agencies and services</p>
24. Produce Community of Interest Plans that will build from and extend our current understanding of the needs of children and young people who need extra help.	<p>11 Community of Interest plans in place.</p> <p>Profiles of local need improving.</p> <p>Services targeted to those who need extra help.</p> <p>By March 2014</p>	<p>Head of Communities &amp; Equalities / Head of Youth Support Service</p>



Actions	Measures	Lead
25. Further identify, and respond to, the needs of young carers.	Profile of need improved & informing commissioning and provision of services.  By September 2013	Youth Support Services / Children's Trust Unit
26. Implement the council's response to the Special Education Needs Green Paper. 27. Develop multi agency arrangements for Education Health Care plans for disabled children and their families.	Single assessment process introduced. Higher take up of personal budgets. Multi agency EHC Plans in place.  By September 2014	Strategic Partnership for Disabled Children  Head of Service, Children's Social Care / Head of Integrated Services for Disabled Children
28. Ensure that families with disabled children and children with special educational needs know about the York Local Offer and how to access support. Local Offer booklet updated to reflect SEND new legislation.	More families confirm awareness of Local Offer.  By April 2013	Head of Integrated Services for Disabled Children

Actions	Measures	Lead
<p>29. Narrow the attainment gap between vulnerable children and their peers. Work with schools to develop targeted strategies to accelerate the progress of pupils from vulnerable groups.</p> <p>30. Ensure the Pupil Premium is used creatively by schools to narrow the gap in performance outcomes and that the use of the pupil premium is publically reported.</p> <p>31. Ensure that best practice in narrowing the gap (e.g. Joseph Rowntree research / regional sector led improvement initiatives) is made available and informs strategic planning within the education community.</p>	<p>Narrowing of the attainment gap for vulnerable pupils (key stage results). Evidence that the Pupil Premium is contributing to improved outcomes for vulnerable pupils.</p> <p>By September 2013 / ongoing</p>	<p>York Education Partnership</p> <p>Assistant Director Education and Skills / Principal Advisor Secondary Schools / All Schools</p>
<p>32. Develop a pre-birth-14 literacy strategy.</p>	<p>Strategy in place and informing planning.</p> <p>By June 2013 / ongoing</p>	<p>York Education Partnership / Assistant Director Education and Skills / Primary Literacy Consultant / Senior Advisor Early Years</p>
<p>33. Increase the number and quality of Early Education Places for two year olds accessing free child care.</p>	<p>Sufficient high quality places available to meet demand (approx 300 places)</p> <p>By September 2013</p>	<p>Early Years Steering group / Assistant Director Education and Skills / Head of Child care Strategy &amp; Business Management</p>

Actions	Measures	Lead
34. Embed the Integrated Youth Support service, ensuring effective joining up with the Children's Front Door arrangements to deliver personal support and inclusion interventions.	250 personal support & inclusion interventions pre annum.  By March 2013	Assistant Director, Children's Specialist Services / Head of Youth Support Services
35. Develop and implement a triage and diversion scheme to divert young people the youth justice system and towards child-centred alternatives.	Youth conditional caution system in place. Fewer first time entrants and lower levels of reoffending.  By September 2013	YOT Management Board / Head of Youth Support Services
36. Deliver the Youth Innovation Zone to enhance the Youth Offer	Growing Youth Sector Partnership. Increasing use of social networking systems. Increasing take-up and use of YorZone.	Head of Youth Support Services
<p>With an emphasis on young people who have learning disabilities and difficulties, are travellers, young carers and looked after:</p> 37. Increase the scope of the training and employment offer for young people who are NEET; 38. Contribute to the pre apprenticeship framework and work experience schemes that have begun in the city; 39. Support employers to identify 5 job carved roles for young people with more complex needs.	<p>Fewer vulnerable young people are NEET.            More apprenticeships and work experience opportunities available.            5 job roles available for young people with more complex needs.             By September 2013</p>	<p>Progression, Participation and Transitions Strategy Group            Manager, Future Prospects</p>

Actions	Measures	Lead
<p>40. Establish an outcomes profile for young people in the 19-25 age group, including those who are / have been looked after, have LDD, and mental health needs.</p> <p>41. Extend the focus of the YorOK Board to include young people aged 19-25.</p>	<p>Outcome profile available, e.g.:</p> <ul style="list-style-type: none"> <li>• % economically active</li> <li>• % young people in key areas participating in HE provision</li> <li>• % homeless / with council tenancies</li> <li>• Time spent in temporary accommodation</li> </ul> <p>By September 2013</p> <p>YorOK Board agenda incorporates focus on 19-25s.</p> <p>By May 2013</p>	<p>YorOK Board</p>

Actions	Measures	Lead
<p>42. Improve the scope and quality of information sharing between agencies in respect of young people who move from school to post compulsory school education and training providers, with a specific focus on vulnerable young people (e.g. those receiving free school meals and those with LLDD).</p>	<p>Effective multi agency protocol in place.            Better quality information available generally and in respect of key vulnerable groups.            Information informing planning and commissioning.</p> <p>By December 2013</p>	<p>Progression, Participation and Transitions Strategy Group /            York College /            Youth Support Service</p>
<p>43. Target early intervention and prevention work towards those young people deemed more at risk of poor outcomes due to substance misuse, poor sexual health, teenage pregnancy and entering unhealthy relationships.</p> <p>44. Promote good sexual health in the context of healthy relationships.</p> <p>45. Provide information, training and support to the workforce directly working with vulnerable young people and their parents and carers to highlight the wider influences that contribute to young people engaging in risk taking behaviours.</p>	<p>Programmes of work in place in schools and other settings            Support in place.            Reduction in teenage conceptions.</p> <p>By June 2013 / ongoing</p>	<p>Public Health /            Strategic Commissioner,            Teenage Pregnancy,            Substance Misuse and Risky Behaviours</p>

Actions	Measures	Lead
<p>46. Develop and implement an integrated partnership policy and action plan to ensure that those children susceptible to child sexual exploitation (CSE) are identified at the earliest opportunity and that safeguarding interventions are co-ordinated;</p> <p>47. Establish a strategic board to oversee the delivery of positive outcomes in line with the policy and action plan;</p> <p>48. Ensure a multi agency approach to CSE data collation;</p> <p>49. Develop a risk assessment tool in line with ACPO guidance so as to prioritise children susceptible to CSE;</p> <p>50. Raise awareness about CSE amongst workers in agencies who have exposure to susceptible children or males who may target vulnerability. Ensure all workers understand how to record and report information about those involved;</p> <p>51. Work with children to promote sexual health, perceived sexual norms and attitudes, sexual exploitation and the value of relationships so as to enhance the lifestyle of children;</p> <p>52. Proactively pursue those who groom, harbour and commit contact offences with children.</p>	<p>Integrated arrangements in place to identify and protect children at risk of CSE. These arrangements are working effectively.</p> <p>Learning &amp; training opportunities being offered.</p> <p>By September 2013</p>	<p>North Yorkshire Police / Safeguarding Board</p>
<p>53. Develop a co-ordinated approach to preventing children and young people taking up smoking and supporting those who already smoke as part of the York tobacco control strategy to be developed during 2013-14.</p>	<p>Tobacco Control Strategy in place.</p> <p>By December 2013</p>	<p>Public Health</p>

### Priority 3: Promoting good mental health

Whilst we have a good range of services to support children and young people's emotional health and wellbeing, we need a more complete picture of local need across all the possible dimensions of young people's mental health.

**We will know we have succeeded** when we have better information about what services are needed, have been able to successfully deliver them and know that they are making a difference. We also need to continue to pay particular attention to what young people are telling us in this area.

Actions	Measures	Lead
54. Complete the production of the CAMHS strategy by producing a CAMHS outcomes framework. 55. Improve our profile of local mental health needs. 56. Capture the voice of users and carers. 57. Redirect resources towards prevention and early intervention.	Outcomes framework in place. Reduction in number of pupils reporting they feel lonely at school and / or who are being bullied.  By April 2013  Better understanding of mental health needs. Young people's views informing strategy & and commissioning.  By December 2013 / ongoing	CAMHS Executive

Actions	Measures	Lead
<p>58. Work with schools to build capacity to support vulnerable children and young people with mental health need.</p> <p>59. Provide ongoing training and supervision to Emotional Literacy Support Assistants (ELSAs) across all school settings.</p> <p>60. Support the work of the CAMHs forum and Youth Council to develop a Mental Health Toolkit for all schools, thereby helping to further develop a culture of tolerance, understanding, and mutual respect of difference and diversity.</p>	<p>Targeted Mental Health in Schools (TaMHS) being delivered.</p> <p>100 ELSAs in York, who have access to supervision with a named Educational Psychologist.</p> <p>Mental health toolkit being developed for use in schools.</p> <p>Accredited NVQ level 2/3 training being delivered for staff working with children who have speech, language and communication needs.</p> <p>By April 2013</p>	<p>Anti-Bullying Strategy Group</p> <p>Principal Educational Psychologist / Education Psychology Team / Head teachers</p>



Actions	Measures	Lead
<p>61. Actively promote the importance of early identification and tackle the stigma associated with mental ill health through the provision of improved guidance and support to the YorOK Workforce</p>	<p>Learning and training opportunities being delivered. Members of YorOK workforce confirm they are better able to recognise and response to issues of emotional and mental ill-health.</p> <p>Ongoing</p> <p>Improved recording of mental health needs across key service areas and processes.</p> <p>By December 2013</p>	<p>CAMHS Strategy Group / YorOK Workforce Strategy Group / Workforce Development Unit</p>
<p>62. Explore the feasibility of increasing support for those who experience bullying, including peer support schemes. This was a recommendation from the Young Researchers.</p> <p>63. Support the Youth Council in their campaign to include mental health and wellbeing in PSHE lessons for school years 7 – 10, incorporating learning how to deal with a crisis, developing students’ resilience and tackling stigma.</p> <p>64. Provide regular support and training for young people who are mentors.</p>	<p>Feasibility established. Support being offered to the Youth Council campaign. Mentor training &amp; support in place.</p> <p>By September 2013</p>	<p>YorOK Involvement Group / Youth Council / Schools</p>

Actions	Measures	Lead
65. Promote overall improvement in mental and physical health and wellbeing.	<p>More books on health topics issued through libraries.</p> <p>More groups have been set and are meeting targets in their contracts.</p> <p>More 5-18 year olds doing 60 minutes of moderate to vigorous intensity physical activity.</p> <p>Approved national screening tool consistently used in youth justice triage and diversion scheme and statutory youth justice services.</p> <p>By September 2013</p>	<p>Public Health / Library Service Delivery Manager / Head of Sport &amp; Active Leisure</p> <p>YOT Management Board / Head of Youth Support Services</p>

#### Priority 4. Reaching further: links to a strong economy

There are two particular areas where the needs of young people interact with the economic health of the city: child poverty, and young people not in education, training or employment (NEET). We need to expand our multi-agency, multi-faceted programme to tackle child poverty and to increase the number of apprenticeships across the city. The raising of the “participation age” during the lifetime of the Plan will appear to have removed the problem of “NEET” young people under 18, but as a partnership, YorOK is just as concerned about young adults aged 18-25 who are without work or purposeful activity. We need to help all young people to be “work ready” and to encourage and support young entrepreneurs.

**We will know we have succeeded** when we have reduced child poverty as defined and measured by the accepted national measures. We need to further enhance our understanding of the reasons for youth unemployment and worked with partners to address it. We will ask employers about the work readiness of new starters, and would like to see more young people starting up their own businesses and receiving appropriate support.

Actions	Measures	Lead
<p>66. Refresh and promote the Child Poverty Strategy.</p> <p>67. Support the delivery of the Child Poverty Strategy by creating workforce development opportunities, such as e-learning packages and awareness sessions.</p>	<p>Child Poverty assessment updated and strategy refreshed.</p> <p>By February 2013</p> <p>Reduction in the proportion of children living in poverty.</p> <p>By 2016 / ongoing</p> <p>Workforce development opportunities in place.</p> <p>By May 2013</p>	<p>Child Poverty Strategy Group / YorOK Workforce Group / Workforce Development Unit</p>
<p>68. Support families where there is persistent poverty through intensive family intervention programmes.</p> <p>69. Continue to provide support for families with multiple issues on their journey back into work.</p> <p>70. Provide comprehensive support packages for teenage parents, including: post and ante-natal care; access to education, employment, training along with support to maintain; advice on access to childcare, benefit entitlements and housing.</p>	<p>Families identified and being supported.</p> <p>Support packages in place.</p> <p>By March 2013 / ongoing</p>	<p>Whole Family &amp; parenting Strategy Group / City Skills Strategy Group / Learning City York Partnership Manager</p>

Actions	Measures	Lead
<p>71. Undertake a city-wide audit of childcare sufficiency and sustainability.</p> <p>72. Work with providers to increase the availability and flexibility of child care services.</p> <p>73. Ensure target families are aware of childcare provision and available support.</p>	<p>3 yearly audit &amp; annual refresh confirm sufficient sustainable childcare available.</p> <p>By September 2013</p>	<p>Early Years Steering Group / Head of Childcare Strategy &amp; Business Management</p>
<p>74. Work with schools, children's centres, other childcare settings and the community to narrow the achievement gap at early years, primary and secondary levels.</p>	<p>Narrowing of the attainment gap for vulnerable pupils at the early years stage (key stage results).</p> <p>By September 2013</p>	<p>York Education Partnership / School improvement Steering Group / Early Years Steering Group</p>
<p>75. Work with schools to develop a food ambassador scheme to improve the quality of the school meal experience and increase take-up.</p> <p>76. Increase the number of schools offering cashless school meals systems.</p>	<p>Scheme in place. More schools offering cashless systems. Increase in number of eligible pupils having free school meals.</p> <p>By September 2013</p>	<p>School Services and Directorate Support / Schools</p>
<p>77. Support Young Researchers in their quest for the YoZone card to be extended to 18 year olds.</p> <p>78. Support the Youth council to secure a 'ride around for a pound' deal on bus transport for all young people aged 18 and under.</p>	<p>Young Researcher &amp; Youth council confirm support given. Progress being made.</p> <p>By July 2013</p>	<p>Youth Support Services</p>

Actions	Measures	Lead
79. Work with schools to provide good quality financial education, including helping manage money and avoiding problematic debt.	Financial education included in curriculum.  September 2013	Child Poverty Steering Group / Schools
80. Implement strategies in the context of the Raising of the Participation Age; 81. To further develop provision for learners with learning disabilities and difficulties post-16 and improve transition arrangements through the PME Joint Panel; 82. Develop secure progression routes for more young people post 16 which meet the needs of learners and local businesses; 83. Provide more development, employment and career progression opportunities for all young people aged 18-25; 84. Actively support initiatives aimed at encouraging all local employers to offer work placements for young people to learn skills for work and social skills; 85. Expand the availability of apprenticeships within small and medium sized enterprises and for the 16-25 year old age group.	Impact of provision evidenced through KS 4, KS5, 19 data. Reduced numbers of NEET.  By September 2013	Progression, Participation and Transitions Strategy Group / City Skills Strategy Group / Learning City York Partnership Manager / Principal Adviser 14-19 / Youth Support Service

Actions	Measures	Lead
86. Implement an Adult Skills Strategy;	Strategy in place and informing planning and commissioning.	City Skills Strategy Group / Learning City York Partnership Manager
87. Establish the learning and skills of the most disadvantaged and vulnerable communities.		
88. Raise the functional skills of low skilled young people and adults to increase prospects of employment.	By June 2013	
89. Establish with schools, other partners and employers, the skills, recruitment and business growth needs of employers, both now and in the future.	Deliver 10 employer events per year to link young people with employers.	Manager, Future Prospects / Head of Sport and Active Leisure
90. Help young people who are disadvantaged in the labour market with accessing employment opportunities;	Programmes running and young people supported.	Youth Support Service
91. Work with partners to devise and deliver programmes of physical activity linked to opportunities for training and employment.	By September 2013	

## Priority 5. Planning well in a changing world

This priority recognises some particular uncertainties that we know we are going to have to face in the next Plan period, for which we need to plan effectively. These include falling demand for secondary school places and, conversely, rising demand at primary level. We also face unprecedented pressures on our budgets, putting an added premium on ensuring that we spend every penny wisely and that we work together imaginatively to ensure that the total impact of our combined budgets is greater than the sum of the parts. But there are also positives – the health reforms, and the changes to the education system, represent opportunities we should seize.

**We will know we have succeeded** when we have matched supply and demand, and continued to deliver outstanding services within reduced means. All pupils will have access to great, local school places.

Actions	Measures	Lead
92. Establish a school places plan (2013-2018), to meet the rising demand for primary and secondary school places.	Sufficient high quality school places for all York pupils.	York Education Partnership /
93. Plan for and manage primary and secondary school admissions rounds, managing appeals and in-year admission applications.	By March 2013 / Ongoing	Assistant Director School and Children's Strategy & Planning



Actions	Measures	Lead
<p>94. Make best use of the changing organisational landscape in both education and health to promote the interests of young people.</p> <p>95. Ensure strong representation of new commissioning bodies, in particular the GP Clinical Commissioning Group, in the planning infrastructure of the city</p> <p>96. Develop the York Education Partnership to maintain strategic coherence and thereby reduce the risk of fragmentation and inconsistency.</p> <p>97. Embrace sector led improvement and innovation opportunities.</p> <p>98. Improve information sharing between agencies to enable more joint commissioning of services and pooling of budgets to develop better services.</p> <p>99. Enable young people to have more of a say about our strategic and commissioning plans.</p>	<p>Strong and evolving integrated commissioning arrangements in place. These informed by high quality information and the views of young people.</p> <p>By March 2014</p> <p>By September 2013</p>	<p>YorOK Board / York Education Partnership / YorOK Involvement Group</p>
<p>100. Through strong and effective links with partners, national lead organisations and regional networks, ensure that local workforce and professional development activities are informed by emerging policy and strategy and best practice and offer value for money.</p>	<p>Workforce development activity supporting strategic priorities and direction.</p> <p>Ongoing</p>	<p>YorOK Workforce Strategy Group / Workforce Development Unit</p>