



## Youth Ideas & Action

### *developments in youth service*

No. 5 October 2005

*Youth Ideas & Action aims to disseminate information about staff development and service provision to young people. QLP-Y participants are encouraged to submit items for inclusion in future issues.*

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### *QLP-Y update*

#### *DASS welcomes new QLP-Y staff*

DASS and QLP-Y are pleased to welcome new QLP-Y staff:

**Emily Sowter**, Lecturer in Youth Policy. Emily starts in her new post from 1 November, 2005 and will be based at Ladbroke House with DASS.

**Michael Goetzinger**, Research Assistant has also been appointed. His start date has not yet been finalised. Michael will be based at Stapleton House with the Management Research Centre.

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### *QLP-Y Roles and Responsibilities*

The management of the Project and staff is carried out by the Department of Applied Social Services (DASS) in partnership with the Management Research Centre (MRC) at London Metropolitan University. DASS will be the overall Project Manager.

Overall Project Management Tasks:

- Overall management for the Project
- Financial responsibility
- Ensure all funding requirements set by the Paul Hamlyn Foundation (PHF) are achieved
- Submit regular reports to PHF
- Manage posts of Lecturer in Youth Policy (DASS) and Research Assistant (MRC).

#### **Key Staff**

##### **Rosemary McGuinness**

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Lecturer in Youth Policy

**1 FTE.** Based at the Department of Applied Social Services, London Metropolitan University. Contract for 2 years

The position involves developing and supporting the Quality Leaders Project - Youth and developing teaching and training materials to support the project in a range of Public Libraries and Local Authorities in order to develop services and facilities appropriate to young people in the age range 11-24. A key requirement of the post is to ensure that the Public Libraries/Local Authorities who are involved in the project comply with National Standards regarding youth services. The post holder will also evaluate the training and services/facilities developed by project participants and from this, will develop a toolkit of good practice which could be applied nationally.

Main activities will include:

- 1 Research both National and International policies in relation to youth services
- 2 Disseminate policies in a meaningful way to the participants in the QLP- Y
- 3 Devise and advise on optimum consultation mechanisms with young people
- 4 Develop and deliver teaching and training materials for the QLP-Y
- 5 Assist QLs in Audience development workshops
- 6 Design and maintain a catalogue of best practice in relation to youth activities for use by projects (in consultation with the projects themselves) and with specific reference to legal, social and cultural rights of young refugees & asylum seekers.
- 7 Supporting QLs in youth work methods, including general facilitation of audience development workshops in participating authorities.
  8. Visit projects & monitor projects progress against:
    - a. Ensure that authorities are working with the specified age range of 11-24
    - b. Ensure consultation with young people is effective with respect to their involvement in the design/delivery of new services.
    - c. Ensure project and EU legislation on equalities meet the equality standards
    - d. Ensure that both the learning and information-related needs of the young people are addressed by the projects.
- 8 Connect with youth advice and guidance services Information, Advice and Guidance<sup>1</sup>
- 9 Act as a consultant for any queries/problems that the Quality Leaders may have in relation to working with young people and conducting the Audience development workshops.
- 10 Ensuring that the Project is developing consistently across all participating authorities

<sup>1</sup> See: <<http://www.lifelonglearning.co.uk/iag/>>.

- 1 Marketing the QLP model
- 2 Documenting results
- 3 Communications & maintaining connections with all stakeholders.

The Lecturer will be responsible for ensuring that the national standards in youth work as set out by the National Youth Agency are followed and ensure that appropriate strategies and policies are in place in working with young people.

The Lecturer will ensure that service developments which take place under the auspices of QLP-Y should be delivered on the principles of equal access and social justice enabling the provision of high quality library services for all young people. It will mainstream services to young people in the context of national initiatives, as recommended by *Quality Develops: towards excellence in youth service* (National Youth Agency, 2001), *Ethical Conduct in Youth Work* (National Youth Agency) and will base its work on the principles guiding the Human Rights Act, on requirements of the Race Relations (Amendment) Act, 2000 and the Equalities Standard for Local Authorities. The role will also seek to give young people in general, and refugees and asylum seekers in particular, a "voice, influence, and place in their communities and society", and at the same time, "work with other agencies to encourage society to be responsive to young people's needs" (*Ethical Conduct in Youth Work*).

#### **Research Assistant (RA)**

0.8 FTE for 2 years

The post is based at Management Research Centre (MRC) of the London Metropolitan University. The RA will be responsible for day to day involvement with the Quality Leaders in the participating authorities and is the first point of contact for any queries/problems that the Quality Leaders may have. S/he will also be involved in ensuring that the Project is developing consistently across all participating authorities. The RA will also be involved in the delivery of services to youth via the audience development workshops. While each authority may run different workshops, the RA will be responsible for ensuring that there is a degree of consistency of approach in such service delivery. They will also develop performance indicators for the Project, monitor outcomes and report regularly to the MRC and DASS.

The main tasks of the post holder will include:

- 1 Working closely with Lecturer in Youth Policy and other QLP-Y staff
- 2 Providing administrative support to the Quality Leaders Project, including maintenance of relevant documentation, administration of Personal Development Plans for Project participants, development and operation of Project mailing lists and contacts database;
- 3 Liaising with and acting as first point of contact for Project participants and their mentors, providing information and/or referral to Project leader, as appropriate;
- 4 Management of information in relation to Project expenditure and budget;
- 5 Visiting individual projects throughout UK and monitoring their progress;
- 6 Organising, and where appropriate, contributing to off-job management development workshops associated with the Project;

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- 1 Managing publicity regarding the Project, including maintenance of the website and production of a regular newsletter;
- 2 Administering a university award in work-based learning for past and present project participants;



*The Department of Applied Social Science (DASS) of the London Metropolitan University has submitted an amended version of the following submission to the London Assembly investigation on activities and places to go for young people:*

### ***DASS submission to the London Assembly investigation***

#### **Activities and places to go for young people 13-19 in London**

##### **Our perspective**

The following comments are based on experience in managing the Quality Leaders Project - Youth (QLP-Y). QLP started in 1999 with initial funding from the Museums, Libraries and Archives Council (MLA). It takes the approach of service development through management development in the belief that services cannot improve unless skills and experiences of staff delivering these services are also developed simultaneously. The later strand - QLP-Youth - started in 2004 and is funded by the National Youth Agency and the Paul Hamlyn Foundation. QLP-Y is managed by the Department of Applied Social Sciences of the London Metropolitan University. QLP was acknowledged in "Delivering Shared Heritage", the Mayor's Commission on African and Asian Heritage (2005). Further details about QLP, including feasibility studies and reports of earlier strands are available at its website at <<http://www.seapn.org.uk/qlp.html>>.

At the outset, we would like to point out that QLP-Y is based on the following approach which has helped the project to be innovative:

- 1 Joint work between public library services and youth services run by local authorities
- 2 An absolute requirement that any services developed are based entirely on meaningful consultation with and empowerment of local young people and certainly not on wishes or aspirations of managers and staff delivering services.

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3. Developing services to excluded youth groups and individuals as well as to members of Black and Ethnic Minority communities, refugees and asylum seekers are central to the QLP approach.

## “Services that young people receive”

QLP’s consultations and surveys over the years has highlighted the fact that young people are alienated from local authority services. Decisions about service planning, resourcing and delivery are driven not by young people but within closed doors in local authorities. These, therefore, do not meet the needs of young people, but often meet the “box-ticking” requirements of local authorities or career-prospects of a few individuals.

Another important point about services to young people is that fact that local authority services are still delivered in compartmentalised silos (libraries, youth service, social service etc) which do not see their services as part of the larger local services for young people, but each focuses on its own, limited agenda. Effective co-operation with local communities is still some way off. In the process, it is the services to young people that suffer, further isolating young people from all forms of authority and power.

The above is reflected clearly in the resources made available to services to young people – it is not seen as a common pot from which all services to young people need to be funded. In addition, local authorities are influenced by well off residents who are better placed to make a noise and ensure that the services they want are given priority – often at the expense of services needed by young people.

## Cultural and information needs of young people

Within the above context, there is a definite lack of creative thinking, innovation and risk taking within local authorities as far as services to young people are concerned (among other areas). Thus for the public library sector, although there have been some welcome changes recently, the emphasis still remains on delivering a “traditional”, book-based service to its existing users. Even the popular People’s Network is delivered to young people in an unimaginative way, and also as a favour. This has negative impact on young people at two levels:

Books are not the coolest service from a youth perspective when new technologies have taken over their thinking and perspective. Thus young people have whole-heartedly adopted the mobile phone which they have used creatively to create their own communities of interest and solidarity. Local services have not managed to capture their imagination with the services they offer young people who want more activities associated with ICT, media, publishing, broadcast, drama, film-making, music etc – all almost absent from menus of local services on offer to young people.

As most working class young people are not traditional library users (especially within the age group of this investigation), they have suffered disproportionately as resources are focussed on current, middle-class youth.

Within the youth services, there is perhaps a better approach to delivering a relevant service to young people, mostly driven by stronger legislative framework. Yet here also, the impact has not been as significant as it could have been. For

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example, with huge resources available to youth services, as well as to organisations such as Connexions, there has not been a significant improvement in services to young people. An entirely different approach, based on a new vision and on principles of social justice for young people, which genuinely empower young people in reality, not on paper, is

what is urgently required. While some of these are included in recent legislation and National Youth Service programmes (e.g. Quality matters), the reality is the opposite.

A more pro-active approach is needed if the programme of "Youth Matters" is to make a difference on the ground.

### The QLP-Y experience

Our earlier experience relate to comments made by a group of young people in Merton. "We are looking for someone to trust us. We are a highly responsible group of young people and will perform miracles if only local officials have faith in our abilities and give us real power". Thus the expectations that local authority staff (very few of whom are young) have of young people are low and this then becomes a self-fulfilling prophesy. Placing faith and empowering the group of young people in Merton in a partnership with local communities, youth service and libraries resulted in a self-directed group of over 80 young people producing a highly professional youth magazine, *Merton Sense*.

An important lesson for us was that while empowering young people, it is also important to have staff with skills, experience and vision to provide a pioneering service to young people in a wide-ranging partnership. These skills are at a premium in local authority, so our recommendations below focus on this need.

### Recommendations

- 1 Set up a "Youth Innovations Unit" within the Mayor's Office. It was the "Partnership in Innovations" project within the National Youth Agency that gave funds to QLP-Y. The proposed Mayor's Youth Innovations Unit could support innovative practices by encouraging and funding youth activities at local level.
- 2 Youth Innovation Documentation and Disseminating Centre, based in the above Youth Innovations Unit to ensure information about innovation is not lost and valuable experience is documented and made available.
- 3 Support QLP-Y as a pro-active programme to (1) develop innovative services for young people, and (2) develop staff to manage and support new services to meet new or unmet needs of young people. The Department of Applied Social Sciences and its partner, the Management Research Centre have a long experience with QLP. It has recently created new posts within the QLP remit of Lecturer in Youth Policy and (QLP) Research Assistant to work our current staff. We are keen to co-operate with the Mayor's Office in a number of ways:

- provide our experience and expertise to the whole of London. London Authorities which have worked with QLP include Merton, Barnet, and Haringey while a number of other London authorities have indicated their interest in participating, but lack of resources or structural changes have

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prevented them from participating this time. (Non London authorities which have participated include Birmingham, Bradford, Liverpool, Portsmouth, Gloucestershire, Lincolnshire).

QLP-Y has established its own website, has its Newsletter and issues "QLP-Y Youth

Ideas and Action” as a way of disseminating information and networking. These services could be enhanced for a London-wide audience.

Help develop services in the direction that young people themselves want

- Develop staff skills and experiences as part of a renewed QLP-Y programme or to run specific modules to fill specific skills gaps among local authority staff. We already provide the following:

- a. Modules in management and project management, working in partnership with London Metropolitan University’s Management Research Centre

- b. Modules such as information services to minority communities, combating racism/managing youth service, Information and Social Exclusion, Managing Youth Service, various programmes in knowledge and information management and digital media, culture and communications - all delivered by the Department of Applied Social Sciences

- c. The Department has much expertise in music, media, theatre and drama, ICT-based programmes (e.g. developing websites, desktop publishing) - all areas that young people have said they are keen to develop skills in.

- d. We are currently planning to develop an MSc in “Children & Youth Services” as well as new modules in “international librarianship and information for development” and short course on leadership development in public libraries. All these, together with others which can be specifically tailored, would be of immense benefit in developing new services to young people.

4. Resources. While Local Authorities are keen on developing services and staff in the direction indicated above, they often lack resources. The Mayor’s Office needs to search for additional funds from the Government, either in a London-only context or in partnership with other areas. At the same time, a funding application to, say the Big Lottery, or other organisations from the Mayor’s Office would be an appropriate way of raising additional funds.



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## *Development Day 1*

13th October 2005

DASS, Ladbroke House, Room 334 62-66 Highbury Grove London N5 2AD

11.0 Welcome & Introductions. John Gabriel and Rosemary McGuinness, DASS, London Metropolitan University.

- 11.05 QLP-Youth Update
- 11.15 The Funder's Perspective  
- Susan Blishen, The Paul Hamlyn Foundation
- 11.20 Consultation: The Heart of QLP-Y - Dean Bartlett,  
London Metropolitan University
- 11.30 Consultation Workshop Activities - facilitated by Dean Bartlett

11.50 Engaging with Young  
People: A Case Study. Saif  
Bonar: Website  
Development Programme:  
QLP-Y Pilot, 2005 - 2006

12.15 Audience Development  
Work - Shiraz Durrani.  
London Metropolitan  
University

12.25 Audience Development  
Design - facilitated by  
Shiraz Durrani

12.45 Project Planning for QLP-Y -  
Dean Bartlett.

12.55 Project Planning Review  
Activities - facilitated by  
Dean Bartlett

1.30 *lunch*

2.30 QLP-Y updates from QLPs -  
facilitated by Dean Bartlett

3.30 The Libraries/Youth  
Interface - Shiraz Durrani.

3.40 Supporting Quality Leaders  
- Dean Bartlett/Shiraz  
Durrani

3.50 Next Steps - Dean  
Bartlett/Shiraz Durrani

4.00 Close.

### *QLP-Y participants*

<b>Authority</b>	<b>Quality Leaders</b>	<b>Sponsor</b>	<b>Mentor</b>
Haringey Library Service	Selma Ibrahim & Claire Stalker-Booth	Diana Edmonds	Kamaljit Bedi
Lincolnshire Library and Youth Services	Wendy Bond(Libraries); Ian Richards (Youth Services)	Jim Ohara and John Pateman (acting as mentors/sponsors)	Jim Ohara and John Pateman (acting as mentors/sponsors)
Liverpool Youth Service	June Barron	Stuart Smith	John Keane
London Borough of Barnet	Hannah Richens	Mary Ross (acting)	Pam Usher
Portsmouth Library Service	David Percival	Steve Bailey	Lindy Elliot



### *QLP-Y acknowledged by the London Mayor's Commission*

From:

*Delivering Shared Heritage*. The London Mayor's Commission on African and Asian Heritage. July, 2005. London: Mayor of London. p. 35.

20 The Commission also acknowledges the Quality Leaders Project for Black Library and Information Workers (QLP), which was highly commended in the Organisational Change category of the Diversity Awards by the Chartered Institute of Library and Information Professionals in 2003, QLP, managed by the London Metropolitan University's Department of Applied Social Sciences and the Management Research Centre, uses the innovative approach of management development through service development, The pilot phase was undertaken by local authority library services in the London Borough of Merton and Birmingham City Council, The next phase, launched in July 2002, was the QLP-BME strand and consisted of a national implementation of the programme focusing on developing Black staff and services for Black communities.

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21 The current strand is QLP-Youth and focuses on the development of leadership skills for staff -working with children and young people, Participating youth and library authorities are Liverpool and Portsmouth City Councils and London Boroughs of Haringey and Merton, QLP subsequently mainstreamed race aspects and is now called Quality Leaders Project, Thus, a new module has now been added to the programme: Combating Racism/Managing Equality, It now ensures that both staff and service aspects reflect the needs of all Black communities. The current strand (QLP-Y) includes services to refugees and asylum-seekers.

### *Audience Development Activities/Workshops*

The QLP approach identifies 2 aspects under the term "audience development":

The first aspect is to increase the reach of libraries and youth services to meet the needs of all young people, particularly refugees and asylum seekers and those who have not been reached before.

The second aspect expands on what has come to be known as "reader development". However, the term "audience development" is preferred to "reader development". "Audience development" is a more inclusive term: it includes people who may have visual impairment and meets the needs of disabled people generally. It includes people who may not be literate either in English or in their own languages. It also allows for connecting people to the "reading experience" through non print media, such as arts, cinema, music, drama and other cultural activities. It involves all the senses, rather than being restricted to the use of just one.

These workshop sessions are programmed to reflect the specific aspects that the young people themselves decide meet their needs. They thus need to be flexible in order to be tailored to local requirements and can only be finalised in consultation with the young people. They enable young people themselves to be the providers of such sessions, rather than being merely passive recipients of a service provided by an "outsider". At the same time, outside skills, ideas and expertise is brought into both the authorities and the local youth communities. The QLP-Y programme will provide authorities with regular workshop sessions in each of the 2 years of the life of the Project. This will enable activities such as:

- presentations from writers, poets, film makers, media and other professionals
- music workshops, book and newsletter production sessions, broadcast workshops, film making modules
- various informal learning experiences
- audience development activities
- ICT-related activities

- guest speakers from different fields as a way of enabling the young people to meet potential role models from diverse communities and from different fields.

The “audience development” approach to library and youth work develops new areas of service provision which a “traditional” library or youth service may not have provided as mainstream activities. Over a period of time, this approach will help to develop a new model of joined-up library-youth service.

## *Youth news, views, activities & events*

### *London Assembly: Provision of Youth Services*

The [Health and Public Services Committee](#) is currently finding out what activities there are for young people aged 13-19 in London. We want to know what they can do - sport clubs, youth centres, arts workshops - and where they can go: play areas, parks, etc. We will be finding out about what is there at present and how to make this better. We will look at what money is available, how things are organised, how this is changing and what people think.

The Government is currently proposing major changes in the discussion document [Youth matters](#) <http://www.dfes.gov.uk/publications/youth/>. We also want to know what young people, and the organisations who provide activities for them, think about how this would affect them and what they would like to improve. The Government say it wants to:

Make sure that activities for young people are what young people want.

Provide a centralised way in each local area that people can find out about what is on offer nearby.

Guarantee that all young people are offered activities in their area, including sport, organised activities e.g. in youth clubs, safe places to go and the chance to volunteer. And check that all these activities are good and meet certain rules.

Introduce 'opportunity cards' - a type of smartcard. This would hold credits and could be used to go to youth and sports clubs. Credits would be put on by government, parents or gained through completing courses or volunteering.

Set up a fund to give money to local projects that young people want.

Give £40 million to local authorities to think about and set up new facilities for young people (buildings, youth clubs, sports halls and so on).

If you would like to send us your views, or other information you think would be useful, you can [fill in our online form on youth services](#), email the Committee - [youthprovision@london.gov.uk](mailto:youthprovision@london.gov.uk) - or write to: Anna Malos PP10, City Hall The Queen's Walk London SE1 2AA

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### *Libraries can develop ‘creative reading’*

Their contribution to helping young people develop creativity has been missed in the current library debate, says new Demos report

Holden, John (2004): Creative Reading

Available from: Demos: <<http://www.demos.co.uk/catalogue/creativereading/>>

Public libraries are the 'forgotten players' in the creativity debate, according to a new report called **Creative Reading** published by Demos. Libraries can help the next generation develop the higher-order skills of creative reading needed to get the most out of cultural and social life and meet the challenges of the 21<sup>st</sup> century job market. "Given the number and variety of creative activities going on in libraries, they should be seen as one of the primary means by which the government can fulfil the cultural pledge given in the white paper *The next Ten Years, Culture and Creativity*, "says the report's author, **John Holden**.

The report recommends that libraries build on their role in developing 'creative reading, encouraging young people to make connections between different ideas and information sources. They should create spaces where the flow of ideas stimulated by reading can be recorded using whiteboards or computers.

The report is published at a time when the changing role of libraries is being hotly debated, and library visitor figures are rising. Libraries minister **Lord McIntosh** convened a libraries seminar on 21 June 2004. *Creative Reading* has been produced in partnership with the **Reading Agency**, whose remit is to help develop an ambitious vision for public libraries ' work with readers and support them in making it a reality.

"Public libraries already play a vital role in nurturing reading, but they are the forgotten players in the creativity debate and their potential is vastly underrated," says John Holden. "The power of libraries should be harnessed; while maintaining their own sense of identity, they need to work in partnership with schools, youth services and social services to release young people's creativity." *Creative Reading* also considers ways that libraries could make themselves more attractive to young people by involving them in decisions about books and magazines the library service buys.

"We hope the paper will focus attention on the role of libraries as creative institutions," says **Miranda McKearney**, Director of The Reading Agency. "It is time for libraries to be much more fully recognised as part of the creative world - their work to reach and inspire young readers injects creativity into the community in a big way, and deserves much greater attention. Its power to help achieve our national ambitions should not be underestimated."

Recommendations in the report include:

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- Teachers, and others in the formal education sector, need to understand the benefits of working with public libraries on the creativity agenda and to make young people aware of what public libraries offer.
- New-build and refurbished libraries should make connections with other creative resources both in the public sector - such as locating near archives, museums, arts centres or theatres- and in the private sector, where libraries can be part of "creative clusters";

The furnishing and layout of libraries should take account of the creative process,

providing stimulus, surprise, random connections and different means of recording ideas;  
Young people should be involved not only in stock selection and library design, but can play a role on the front line and behind the scenes in public libraries. Public libraries should offer work experience, volunteer schemes, and adopt recruitment procedures to stimulate this.

## *Every Child Matters Outcomes Framework*

28 Sep 2005

Available from: Every Child Matters:

<<http://www.everychildmatters.gov.uk/news/?asset=News&id=30691>>

Accessed: 10 October, 2005

The Department for Education and Skills has published an updated version of the Outcomes Framework, which outlines the aims and measures of progress for the Every Child Matters: Change for Children programme. The framework is a useful tool for local authorities and their partners in planning changes to children's services and reviewing progress.

The Outcomes Framework was originally published in December 2004 as part of the Every Child Matters: Change for Children series. It contained specific aims, key measures of progress and draft inspection criteria, as well as identifying the support needed from parents, carers and families.

Following consultation the draft inspection criteria have been finalised. The new version of the Outcomes Framework contains a revised section on Inspection in green. It has been updated to reflect the final judgements and evidence that the inspectorates will use when inspecting children's services. The sections on outcomes in blue and targets in yellow are unchanged.

Click to download the updated [Outcomes Framework](#).

*See p. 17 for the Framework*

## *'Youth matters' - Green Paper now published*

'Youth matters' the Green Paper on young people has now been published.

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<http://www.seapn.org.uk/qlp.html>

This aims to bring together cross-departmental thinking on policy for young people and to outline proposals to reform services for them in four areas: empowering young people to engage in positive activities; fostering youth volunteering and community involvement; improving information, advice and guidance for young people; and supporting young people at risk.

<http://www.dfes.gov.uk/publications/youth>

## *Everyday racial equality*

Available from Demos. <http://www.demosgreenhouse.co.uk/>  
Accessed 10 October, 2005.

Trevor Phillips, chair of the [Commission for Racial Equality](#), has an interesting [piece](#) in the Guardian today (6 October, 2005). [Trevor Phillips: This tyranny of silence gives extremists a voice. Thursday October 6, 2005. [The Guardian](#)].

"Individually, what a middle-ranking manager does about his staff's holiday entitlement clearly isn't in the same league as the absence of black members on the board of directors. But each year thousands of complaints about this kind of thing come to the CRE. It is at this everyday level that racial bias, disadvantage and private resentment flourish. Yet the law is ill-equipped to help in these cases."

## *Living for the future*

LIVE Futures is a youth empowerment initiative that acts as a hothouse for aspiring journalists, designers and photographers in south London. Jordan Jarrett-Bryan talks to IDeA Knowledge about what attracted him to the project, and his subsequent success as a journalist.

Available from:  
<http://list.idea-knowledge.gov.uk/t/809/151635/339/32/>  
Accessed: 11 October, 2005

## *Glossary of local government terms*

As part of IDeA Knowledge's commitment to promote the use of plain English in local government communications, this online glossary has been updated with the latest terms and expressions. This is an excellent induction aid for newcomers to the sector.

Available from:  
<http://list.idea-knowledge.gov.uk/t/809/151635/340/32/>  
Accessed: 11 October, 2005

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### **QLP-Y in DASS Newsletter**

The Quality Leaders Project (coordinated by Shiraz Durrani in information management and concerned with promoting social inclusion in public libraries) was highly commended in the Mayor of London's Commission on African and Asian Heritage.



**p. 17:** Every Child Matters. Outcomes Framework. Available from:  
<[http://www.everychildmatters.gov.uk/\\_files/EBCEEA269AB5AAA2A3B20E6C176A6137.pdf](http://www.everychildmatters.gov.uk/_files/EBCEEA269AB5AAA2A3B20E6C176A6137.pdf)>.

#### QLP contact details

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