

# Community Youth Service Service Plan 2007-8

## What we do

The Youth Service is charged with improving the lives and opportunities for young people within the context of the Every Child Matters (ECM) five key outcomes and Herefordshire's Children and Young People's Plan 2006 - 8. We do this by providing a wide variety of positive activities and informal learning opportunities tailored to young people's individual needs and designed to support their personal and social development.

Youth workers engage young people in positive activities that help prevent them from being drawn into anti-social behaviour and crime.

Youth work projects are led by the interests and needs of young people and activities we provide vary from: - music and film, journalism, football coaching, arts, gardening, cooking, jewellery making, homework clubs, and planning expeditions to Borneo BUT all with the key elements of **FUN** and **LEARNING**. Our ethos is that the activities are less important than what young learn and experience through participating - this is the core youth work offer to young people.

Youth work is delivered across the county in a variety of settings including: - youth centres, sailing and canoeing centres, outreach and mobile provision as well as a wide variety of community managed locations e.g. village halls etc.

The Youth Service has a Partnership Agreement (Service Level Agreement) with Herefordshire Council for Voluntary Youth Services (HCVYS). HCVYS is the infrastructure organisation for the voluntary youth work sector and provides support and information to its members and including distributing a range grants to voluntary sector organisations. The partnership will deliver key aspects of the ECM agenda and specifically make services more integrated, efficient and effective in delivering local targets and DfES four Key Performance Indicators (KPIs). The partnership with HCVYS supports a wide range of delivery partnerships at a local level eg Herefordshire Young Farmers, Ledbury Youth First, Ross Creative Learning Centre Trust and the Courtyard Theatre.

The DfES has set four key performance indicators for the service: the percentage of young people we are: - in **contact** with, who **participate** in youth work, and who receive a **recorded** or **accredited** outcome. Additionally through the Community Strategy and the Children and Young Peoples Plan the Youth Service takes a strategic lead on involving and consulting young people in decision-making at all levels across the partnership from local to strategic levels.

Ofsted sets the quality standards for local authority youth provision against which it inspects all youth service on a four year rolling cycle as part on the Joint Area Review (JAR). Herefordshire was inspected in 2005. A full range of targets, quality standards and key performance indicators are set in this document.

### **The Youth Service Vision**

To provide a young person focussed range of services that are energetic, accessible and high quality and delivered from young people's centres and locations

- Energetic Lively, Vibrant, Engaging, Interactive, Involving, Creative, Focussed, Fun, Active
- Accessible Open to All, Welcoming, Friendly, Supportive, Physically Accessible (Location, Transport and ramps etc), Information
- High Quality Responsive to young peoples needs, well resourced and equipped, up to date and trained staff, well planned and evaluated, high customer satisfaction rate, working to policy and procedures
- Young peoples centres Welcoming and accessible, location location location, high quality kit and feel, led by young people for young people.

### How well we are doing (current performance)

The Youth Service Business plan 2006 – 7 identified the Youth Service’s main priorities for the year our performance against each of these areas is described below: -

<b>Ambition:</b> Encourage communities to shape the future of Herefordshire		<b>Council Priority:</b> To develop its community leadership role		<b>ECM Outcome:</b> Make a positive Contribution	<b>C&amp;YPP Priority:</b> Improving learning and recreational opportunities	
No	Indicators	National/Local Benchmark	Actual Performance 2005-6	Local Target 2006-7	Actual Performance 2006-7	Local Target 2007-8
C1	<b>Contact Target:</b> Percentage of the total youth population aged 13 –19 (15,793) in contact with the youth service	National Target 25% or 3,948	2,276 or 15.3%	20% or 3,158	3,911 or 26.4%	3,167 or 20%
P1	<b>Participation Target:</b> Individual young people ‘more fully engaged in (youth work) programmes of various kinds’	National target 15% of youth pop or 2,368	1,115 or 10.2%	12% or 1,895 individuals	2,708 or 18.3%	12% or 1,900
<b>LAA 18 HCS 69</b>	Percentage of Young people aged 13-19 who feel that Herefordshire Council does enough to give young people the opportunity to <b>influence important decisions</b>	Local benchmark established in 2003 at 13.8%	2005 Survey 19.2%	N/A	N/A	By 2007 28%
<b>LAA 17 HCS 38</b>	Percentage of young people who feel they can <b>influence decision affecting local services</b>	New local target benchmark to be set in 2007 Youth Survey	No data new indicator	N/A baseline to be set in 2007 Youth Survey	N/A baseline to be set in 2007 Youth Survey	To be set in 07-08

<b>BVPI 221a</b>	<b>Recorded outcome target:</b> Percentage of young people aged 13 – 19 who gain a recorded outcome through their participation in youth work	National Target 60% (or 1,425) of 15% of Youth pop (13-19 yr olds)	709 or 46.8%	1,137	1,575 or 58.2%	60% or 1,140
<b>BVPI 221b</b>	<b>Accredited Outcome target:</b> Percentage of young people aged 13 – 19 who gain an accredited outcome through their participation in youth work	30% (or 712) of 15% of Youth pop (13-19 years olds)	490 or 32.3%	568	905 or 33.4%	30% or <b>720</b>
LAA 33	<b>% of young people volunteering</b>					
<b>Ambition:</b> Provide Excellent education, training and learning opportunities in Herefordshire for all ages		<b>Council Priority:</b> To maximise the health, safety, economic well-being, achievements & contribution of every child		<b>ECM Outcome:</b> Enjoy and Achieve	<b>C&amp;YPP Priority:</b> Improving standards in education across all sectors including the 14-19 action plan	
No	Indicators	National/Local Benchmark	Actual Performance 2005-6	Local Target 2006-7	Actual Performance 2006-7	Local Target 2007-8
9	<b>Unique Target 4.</b> Percentage of young people participating in youth services expressing satisfaction with the service	National Target 70%	81.4%	Not carried out	Not carried out	75%
<b>Aim:</b> Improved Services		<b>Council Priority:</b> To improve the delivery of services to children		<b>ECM Outcome:</b> Service Improvement	<b>C&amp;YPP Priority:</b> Integration of services, processes and strategies.	
	Indicators	National/Local Benchmark	Actual Performance 2005-6	Local Target 2006-7	Actual Performance	Local Target

					2006-7	2007-8
12	<b>Financial Management</b> – Improve budget analysis and planning.	Council Target 1%	7.7%	2%	Not closed yet	1%
13	The number of working days/ shift lost to <b>sickness absence</b> per FTE worker	7	9	7	?	7
14	The percentage of <b>SRDs completed</b>	85%		90%		

Young people's involvement in decision making has been increased through the development of the first Herefordshire Youth Council after their election in February 2006 and through the development of Shadow Children and Young People's Partnership Board (SCYPPB). The Youth Council has worked extremely hard over the last year developing policies, principles and practice so that the current and successive Youth Council have a firm platform to work from. The Youth Council have also taken on the management of the Youth Opportunity and Capital Funds (YOF / YCF) and through links with the SCYPPB and with other co opted members, have led a very successful publicity and grant round that was nearly 200% oversubscribed. In February Herefordshire has also elected its first members of the UK Youth Parliament who will take up their seats in 2007. The SCYPPB have had significant influence on the CYPPB influencing the Play Strategy, and the extended schools roll out.

The service has shown significant improvement in its four DfES Key performance indicators (two of which are BVPIs) and has gone from barely achieving one of our local targets last year to being on track in (to Feb 07) to achieve the national targets across all four areas. This was achieved through developing partnerships at local levels to maximise our resources and face-to-face delivery and relocating some of our resources. This has resulted in a major turn around in performance. Staff and partners have been congratulated for their hard work particularly given the very tight budget round.

The Teenage Lifestyle Survey led by the youth service will provide the local authority with a significant amount of baseline performance data early in 2007. New targets and priorities will be set in relation to identified areas of improvement after this time particularly in the areas of health and wellbeing,

Recruitment and retention of staff has shown improvement over the year with an almost complete part time staff team but the service has still been unable to recruit the third Senior Youth Worker. This is a key post which leaves areas of work unsupported, this, coupled with other vacancies and the stretching targets have contributed to very high levels of sickness rates across the service over the year.

The Every Child Matters (ECM) agenda continues to develop and specifically the Youth Matters aspect. This has seen the first round of the YOF / YCF grant for positive activities which has been very well received by young people. We hope that this level of funding from central government will be maintained beyond the current two years indicated or lots of good work will be lost. If this funding is not maintained, the county will lose some good areas of youth work.

### **What's changing**

Youth Matters proposed the development of a 'Targeted Youth Support' (TYS) approach to coordinating services for 13 –19 years olds. This is for young people identified as having additional needs (above those of universal services ie schools), but not as intensive as multi issues support services characterised by social care). The TYS will enter its next phase with national pilots starting to report on their experiences and good practice in April 2007. Good development work has been established through the development the Vulnerable Young Peoples Group in conjunction with Connexions and other partners, which has coordinated approaches to identifying issues in relation to young people and their attainment. The CAF pilot and the development of the integrated youth support methodology and processes also support the CAF will report back in July and will inform the approach for Herefordshire to TYS. A plan for TYS is required by GO to be in place for April 2008. Currently the approach has been a virtual model rather than a combined service and will need to be reviewed in light of decisions in relation to the commissioning of Connexions Service.

In line with the integration agenda, the Youth Service is part of the CAF pilot; ensuring our contribution to a coordinated approach to improving outcomes for young people. This work, and the development of Information Sharing Index (ISI) – the tool for ensuring all professional are aware of which agency is in contact with individual young people, will form part of the Herefordshire Connects programme and will require the Youth Service to re-evaluate aspects of work, data, client management systems and databases to ensure that the Service addresses our priorities.

The Education and Inspection Act has very recently been given Royal Assent and has introduced a duty for local authorities to secure access and provision for young people to positive leisure time activities that support their personal and social development. There is limited information on the details of the level of provision, but this combined with a duty to promote all positive activities the 'Youth Offer' (eg much wider than just youth work) available to young people will place an additional resource burden on the Youth Service. The Youth Service will work with the Children's Information Services (CIS) and the 14 –19 Curriculum prospectus group through the Herefordshire Connects programme to develop a new approach and system to ensure this duty is met.

The Children and Young Peoples Plan 2006 – 8, places greater emphasis in the active involvement of young people in the decision making process through the Youth Council, Shadow C&YP Partnership Board and other mechanisms. The service needs to do more work in this area and will need to move resources to develop this work. The service will lead on the implementation of the Hear By rights Standards across the Council and the Partnership.

### **What we will do and how we'll do it**

During this business planning cycle for 2007 - 8 the Youth Service used an external facilitator to assist in reviewing priorities and looking at key issues for the service over the next year. Key priorities now include:

1. Prioritising areas of work with young people to ensure realistic targets for staff and teams are set that maintain and support the highest quality youth work but that also reduce the levels of staff stress and sickness currently being reported. We will need to maintain our performance in the 4 KPI's whilst increasing our work in youth involvement. To accomplish this we will seek alternative methods of funding and partnership arrangements.
2. Recruitment and retention will continue on our priority list, as despite improvements we will always have recruitment issues in some areas, notably part time work. The Service will review posts as part of the team away day planned for June 2007 and as part of the priorities agenda and may either restructure or re configure certain areas of work – Senior youth worker role specifically.
3. The new curriculum offer needs to be thoroughly embedded across all areas of the staff team through a round of training and development activities that will be delivered over the year. Progress will be monitored through the revised quality assurance framework.

4. The implementation of the Hear By Right (HBR) standards as commissioned by the C&YPP Plan will be a key area over the next year it is unclear yet how much impact this will have on the Youth Service as decisions on the level of roll out will not be made into 2007-8 by the C&YPP Board.
5. The Youth Offer will be developed in conjunction with the Children's Information Service (CIS), the 14 –19 Curriculum Prospectus, the Herefordshire Connects programme and external partners to ensure that there is a range of suitable positive activities that young people want and are accessible.

### Key Performance Indicators (KPIs)

#### Contacts Target Individuals (13-19yr olds)

DEFINITION: This is for new individuals in contact with the service within the financial year period. The registration form will monitor individuals in contact with the youth service e.g. occasional attendance at a youth club, known to a detached worker by name and sight, they may turn up at from time to time at youth work event. NOT school assemblies.

The contact target national benchmark is to be working with 25% of the 13 –19 year old population.

Contact Target	2005-6	2006-7	2007-8
National Target (25% of 15,835)	3,707	3,948	<b>3,958</b>
Local Target (20%of 15,835)	2,966	3,158	<b>3,167</b>

#### Breakdown of Service Area Contact Targets (13-19yr olds)

Service Areas	2005-6	2006-7	2007-8
Patch based workers (200 per area)	1,740	1,800	<b>1,200</b>
Duke of Edinburgh (yp not registered / external to CYS)	385	397	<b>497</b>
Outdoor Education (yp not registered / external to CYS)	461	481	<b>300</b>



Colleges	0	0	<b>400</b>
Youth Involvement / Countywide	0	0	<b>30</b>
Other (HCVYS / Partnerships / Etc)	380	480	<b>740</b>
<b>TOTAL</b>	<b>2,966</b>	<b>3,158</b>	<b>3,167</b>

\*The Duke of Edinburgh Award and Outdoor Education targets are for young people who are not already involved / registered with the youth service and therefore 'external'. Both areas are expected to work with all Community Youth Service teams on all four key performance target areas.

### Participation Target

DEFINITION: Is very broad on the type of work but basically those 'more fully engaged in programmes of various kinds' The target is set against the total youth population not those we are actually working with. The national benchmark for this target is 15% of the 13-19 population. The local target set for this year will be 12%.

Participation Target 2004 - 5	Target 2006-7	<b>Target 2007-8</b>
National Target 15% of the 13-19 population (15,835)	(15%) 2,368	<b>2,375</b>
Local Target (12% of 15,835)	(12%) 1,895	<b>1,900</b>

### Breakdown of Service Area Participation Targets (13-19yr olds)

Service Areas	Target 2006-7	Target 2007-8
Patch based workers ( <b>100 each area</b> )	1,080	600
Duke of Edinburgh	397	497
Outdoor Education	418	303
Colleges	0	200
Youth Involvement / Countywide	0	20
Other (HCVYS / Partnerships / Etc)	0	280

TOTAL	1,895	1,900
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### Recorded Outcome Target

DEFINITION: A recorded outcome 'may be a local certificate for participation in a particular event, or entry on a student progression file, or the professional note made by a (detached) youth worker of the action proposed after a discussion with an individual' e.g. working towards a D of E sectional certificate, or 1<sup>st</sup> Aid course, food hygiene, etc

<b>Recorded Outcome Target</b> (13-19 year olds)	Target 2006-7	<b>Target 2007-8</b>
<b>National Target</b> (60% of 15% of Youth Population)	1,420	<b>1,425</b>
<b>Local Target</b> (60% of local Participation target 1,900)	1,137	<b>1,140</b>

<b>Breakdown of Service Area</b> Recorded Outcome targets (13-19yr olds)	Target 2006-7	<b>Target 2007-8</b>
Patch Based workers (60 each area x 6)	630	360
Duke of Edinburgh Award (external YP)	246	315
Outdoor Education (external YP)	261	200
Colleges	0	100
Youth Involvement / Countywide	0	20
Other (HCVYS / Partnerships / Etc)	0	145
TOTAL	<b>1,137</b>	1,140

### Accredited Outcome Target

The national benchmark is 30% those participating in youth work.

DEFINITION: Accredited outcomes must have the following features:

- ◆ Are rigorous
  - ◆ Have the potential to be externally verified
  - ◆ Accredite both individuals and groups
  - ◆ Accredite a journey travelled rather than a set standard of achievement alone
  - ◆ Use communication methods in addition to writing and reading
  - ◆ Do not discriminate unfairly
  - ◆ Involve young people in the setting up and its administration
  - ◆ Do not break up the ethos of the youth work in groups
  - ◆ Do not spoil initial contact time
  - ◆ Have credibility outside youth work including a link into education, employment and training
- e.g. Herefordshire Award, 1 Sectional Certificate of Duke of Edinburgh Award, Sports Leader Award, etc.

This target is for individuals, not repeats.

<b>Accreditation Target</b>	Target 2006-7	<b>Target 2007-8</b>
National Target (30% of 15% of youth population)	710	712
Local Target (30% of Local Participation target 1,900)	568	<b>570</b>

<b>Breakdown of Service Areas Accreditation Target</b>	Target 2006-7	<b>Target 2007-8</b>
Patch Based workers (40 each area)	240	<b>240</b>
Duke of Edinburgh Award (external yp)	246	<b>310</b>

Outdoor Education (external yp)	82	<b>95</b>
Youth Involvement / Countywide	0	<b>10</b>
Other (HCVYS / Partnerships / Etc)	0	<b>65</b>
<b>TOTAL</b>	568	<b>720</b>

**CYS Action Plan 2007 - 8**

<b>OBJECTIVE</b>	<b>ACTION REQUIRED</b>	<b>MILESTONES</b>	<b>TARGETS</b>	<b>LEAD OFFICER</b>
<b>1. Involvement of young people in decision making</b>	<ul style="list-style-type: none"> <li>Review model of Youth Council elections</li> </ul>	<ul style="list-style-type: none"> <li>Complete by Sept 07</li> </ul>	<ul style="list-style-type: none"> <li>Increase numbers of YP voting in '08 by 10%</li> </ul>	AP
	<ul style="list-style-type: none"> <li>Improve communication and publicity re Yth Involvement</li> </ul>	<ul style="list-style-type: none"> <li>Clarity re youth involvement at all levels</li> </ul>	<ul style="list-style-type: none"> <li>YP feel they can influence decisions (LAA17 &amp; 18)</li> </ul>	SMT
	<ul style="list-style-type: none"> <li>Audit Yth Involvement against HBR standards to support coordination of Yth Involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Launch event in June / July</li> </ul>	<ul style="list-style-type: none"> <li>Audit to be completed by late summer in CYPP '08</li> </ul>	JR
	<ul style="list-style-type: none"> <li>Seek additional funding for this work</li> </ul>	<ul style="list-style-type: none"> <li>Support from C&amp;YPPD</li> </ul>	<ul style="list-style-type: none"> <li>Increase funding available</li> </ul>	SMT

OBJECTIVE	ACTION REQUIRED	MILESTONES	TARGETS	LEAD OFFICER
<b>2. Achieve local targets in Dfes 4 KPI's</b>	<ul style="list-style-type: none"> <li>• Increase partnership delivery through SLAs &amp; locality meetings</li> <li>• Develop the Youth Offer</li> <li>• Seek additional funding for this work</li> </ul>	<ul style="list-style-type: none"> <li>• 1 additional Partnership PA</li> <li>• Work being scoped with CIS and 14-19 Curriculum offer</li> <li>• Sept 07 provision mapped and framework in place</li> <li>• Identify funding opp's by Sept</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve local targets (4 DfES KPIS and BVPIs &amp; LAA 17 and 18)</li> <li>• Baseline to be established in May 07 Youth Survey</li> <li>• Increase funding</li> </ul>	<p>SMT</p> <p>AP / JR</p> <p>SMT</p>
<b>3. Improve quality of youth work delivery</b>	<ul style="list-style-type: none"> <li>• Promote and embed new Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Training via locality teams</li> </ul>	<ul style="list-style-type: none"> <li>• All teams trained by??</li> </ul>	<p>AP</p>
<b>4. Improve Recruitment, retention and staff morale</b>	<ul style="list-style-type: none"> <li>• Ongoing recruitment activity</li> <li>• Arrange residential away day in summer 07</li> <li>• JR to walk the floor more often to hear direct from staff</li> <li>• Improve time management. SMT to set example</li> <li>• Revise Big T meeting structures and content</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing recruitment</li> <li>• Booked by end of may</li> <li>• JR out once a month min</li> <li>• All staff to stop excessive hours</li> <li>• New structures in place by April</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in number of sick days</li> <li>• 10 visits a year</li> <li>• EOS reduction in stress indicators</li> <li>• Improve morale</li> </ul>	<p>SMT</p> <p>JR</p> <p>SMT</p> <p>SMT</p>
<b>5. Ensure that youth work is coordinated as part of the ECM and TYS.</b>	<ul style="list-style-type: none"> <li>• Lead on the development of the TYS</li> <li>• Coordinate approach across the partnership</li> <li>• Link to IYSS and CAF</li> </ul>	<ul style="list-style-type: none"> <li>• Engage all partners</li> <li>• Liaise with CNXs re Plan</li> <li>• Participate in CAF pilot and IYSS development</li> </ul>	<ul style="list-style-type: none"> <li>• Plan in Place for April 08</li> <li>• CAF and IYSS should be relevant to YW and recognise contribution</li> </ul>	<p>JR</p> <p>SMT</p>

OBJECTIVE	ACTION REQUIRED	MILESTONES	TARGETS	LEAD OFFICER
<b>6. Making the best of what we have in terms of premises by: Micro manage individual sites</b> <b>Organise locality meetings with stakeholders to find solutions</b>	<ul style="list-style-type: none"> <li>• Arrange quarterly locality meetings to include stake holders and interested parties</li> </ul>	<ul style="list-style-type: none"> <li>• 1 meeting per Qtr</li> </ul>	<ul style="list-style-type: none"> <li>• Improve Places to go for young people</li> </ul>	JL
<b>7. Revise structure and input at SMT meeting:</b>	<ul style="list-style-type: none"> <li>• Make them more focused with agreed agenda</li> <li>• Concentrate on strategy</li> <li>• Use other means to disseminate information</li> <li>• Ensure when a decision is made and passed down,</li> <li>• Try and enjoy them more!</li> </ul>	<ul style="list-style-type: none"> <li>• Review by May</li> <li>• More strategic items less business</li> <li>• Big T and team meetings in place by May 07</li> </ul>	<ul style="list-style-type: none"> <li>• Shorter, sharper more relevant meetings</li> <li>•</li> </ul>	SMT
<b>7. Reinstate area worker meetings:</b>	<ul style="list-style-type: none"> <li>• Be clear about purpose of meetings – eg communication support, planning, idea generation and transference</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Practitioners meetings to be arranged once a month</li> <li>• Terms of reference to be drawn up by practitioners</li> </ul>	<ul style="list-style-type: none"> <li>• EOS stress and communications indicators get better</li> </ul>	SMT

OBJECTIVE	ACTION REQUIRED	MILESTONES	TARGETS	LEAD OFFICER
<b>8. Improve profile of the Service: Establish clear sense of identity and purpose for the workers so they are good and positive advocates for the service?</b>	<ul style="list-style-type: none"> <li>Regular good news story press releases</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 2 stories a month in media</li> </ul>	<ul style="list-style-type: none"> <li>20 positive stories out a year that mention Youth Service</li> <li>Customer satisfaction Survey LA satisfaction rating up from 43%</li> </ul>	JL  SMT