

# Herefordshire Council Community Youth Service Service Plan 2008 – 9

“We want every child to grow to reach their full potential  
within a happy, healthy and secure environment  
both at home and during their learning”

*Herefordshire Children and Young Peoples Plan Vision*

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## **1. The Role of the Service: What we do**

### **1.1 Overall Purpose**

The vision for children and young people in Herefordshire is set out in the Children and Young People's Plan:

"Our vision is to achieve the very best for our children and young people by ensuring all those involved with them, see them holistically and work effectively together to improve their life chances. We need to work closely together, with families and young people themselves to achieve this.... We have high aspirations for all our children and young people and want specifically to narrow the gap for those that are more disadvantaged..

We want every child to grow to reach their full potential within a happy, healthy and secure environment both at home and during their learning. There should be opportunities for children and young people to explore their environment through stimulating play, outdoor adventure and social and cultural experiences. They need to develop their own skills so they are better prepared for adulthood, able to manage their own affairs and interrelate with others effectively. We hope our young people will want to continue their learning and development as adults, taking an increasingly active part as citizens."

### **1.2 What we do**

The Youth Service is charged with improving the lives of young people within the context of the Every Child Matters (ECM) five key outcomes and Herefordshire's Children and Young People's Plan 2008 - 11.

The Youth Service has a key role to play in the delivery of Targeted Youth Support (TYS) and this work will be clearly embedded throughout all areas of our work with young people through 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 Work will be targeted at groups or individuals who are perceived to need additional support to achieve their potential. The Youth Service is leading on the engagement of young people in decision making processes across Herefordshire. The service supports the Herefordshire Youth Council, The Shadow Children, the Young Peoples Partnership Board and the Youth Funding Panel and will be developing a new group for the Safeguarding Board and other forums and councils of young people that are making and influencing decisions about services, facilities and their communities.

Youth work is a voluntary relationship between youth workers and young people and is led by the needs and ambitions of those young people. Youth

work helps young people to raise their aspiration and reach their full potential. Projects and activities are devised to engage young people and develop their skills, knowledge, attitudes and abilities. Projects and activities range from: - music and film, journalism, football coaching, arts, gardening, cooking, jewellery making, homework clubs, discussion and debate and planning expeditions BUT all with the key elements of **FUN** and **LEARNING**. Our ethos is that the activities are less important than what young people learn and experience through participation - this is the core youth work offer to young people.

### 1.3 Where and How is Youth Work Delivered?

Youth work is delivered across the county in a variety of settings including: - six youth centres, a sailing centre, a canoeing centre, various outreach locations and one mobile provision as well as in schools, colleges and Pupil Referral Units (PRU's), and in a wide variety of other community managed locations e.g. village halls etc.

Youth workers employed directly by the local authority work with young people in these locations delivering youth work programmes and activities that encourage participation, develop esteem and confidence and can lead to nationally recognised certificates in learning thereby supporting the work of education. Youth workers encourage and support young people to take part in offsite visits and overnight residential locally, nationally and internationally. These are undertaken with the aim of increasing young people's opportunities for growth, and personal development.

The Youth Service has a Partnership Agreement (Contract) 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, including distributing a range of 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 Teme Valley Youth Project, Herefordshire Young Farmers, Basement Youth Trust and Ledbury Youth First. Work with our partners will be the key to the delivery of Targeted Youth Support.

The service has a number of key performance indicators which include: the percentage of young people the service is in **Contact** with, who **Participate** in youth work, and who receive a **Recorded** or **Accredited** outcome, as well as leading on providing a greater range of **Positive Activities**, particularly targeting vulnerable groups of young people. 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. Performance is measured in this area by indicators HCS 38 and HCS 69. Through the partnership arrangements with HCVYS the Youth Service is leading on improving the numbers of young people **Volunteering**.

Ofsted sets the quality standards for local authority youth provision against which it inspects all youth services on a four year rolling cycle as part of the Joint Area Review (JAR). Herefordshire was inspected in 2005 and is expected to have a Comprehensive Area Assessment (CAA) in 2009. A full range of targets, quality standards and key performance indicators are set in this document.

#### 1.4 The Youth Work Vision

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

- Energetic Lively, Vibrant, Engaging, Interactive, Involving, Creative, Focussed, Fun, Active
- Accessible Open to All, Welcoming, Friendly, Supportive, Affordable, 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 locations and staff, high quality kit and feel, led by young people for young people.

#### 1.5 The priority areas for the service

- **Targeted Youth Support** - to ensure that youth services provide swift, easy and seamless support for young people, and their families, who face greater risks and challenges as they move through their transition from child to active citizen.
- **Positive Activities** – to lead on the development of a wide range of attractive, structured positive activities available throughout the week at times and venues suitable for young people. Positive activities should be available for all young people but must particularly target those who are disadvantaged.
- **Volunteering** - to encourage and support young people to engage with their local communities to offer time for voluntary activity in order to enhance levels of individual (young person) confidence and self esteem; and to generate positive role models.
- **Youth Involvement** - to increase and support the number of young people who have a functional role on decision-making bodies that provide services to young people throughout Herefordshire. To increase the range

and number of opportunities for young people to have a say in developing and shaping their: local services, support structures and activities.

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

### 2.1 Youth Service Business Plan 2007 - 8

The Youth Service Business plan 2007 - 8 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	Local Target	Actual Performance	Local Target	Actual Performance
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%	20% or 3,167	3,735 or 23.6%
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	2,687 or 17.0%
<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%	31%
<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 '07 Youth Survey	N/A baseline to be set in 2007 Youth Survey	To be set in 07-08	31% (Baseline)

<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	1,576 or 82.9%
<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 720	1,026 or 54%
<b>LAA 33</b>	<b>% of young people volunteering</b>	No national benchmark available	N/A	N/A	N/A	To be set in 07-08	31% (Baseline)

**Ambition:** Provide Excellent education, training and learning opportunities in Herefordshire for all ages

No Indicators

9 **Unique Target 4.** Percentage of young people participating in youth services expressing satisfaction with the service

**Aim:** Improved Services

**Council Priority:** To maximise the health, safety, economic well-being, achievements & contribution of every child

National/Local Benchmark  
Actual Performance 2005-6

National Target  
70%

**Council Priority:** To improve the delivery of services to children

**ECM Outcome:**  
Enjoy and Achieve

Local Target 2006-7  
Not carried out

**ECM Outcome:**  
Service Impr'ment

**C&YPP Priority:** Improving standards in education across all sectors including the 14-19 action plan

Actual Performance 2006-7  
Local Target 2007-8  
Actual Performance 2007-08

**C&YPP Priority:** Integration of services, processes and strategies.



	Indicators	National/Local Benchmark	Actual Performance 2005-6	Local Target 2006-7	Actual Performance 2006-7	Local Target 2007-8	Actual Performance 2007 -08
12	<b>Financial Management</b> – Improve budget analysis and planning.	Council Target 1%	7.7%	2%	2%	1%	7%
13	The number of working days/ shift lost to <b>sickness absence</b> per FTE worker	7	9	7	8	7	9 (CYP Directorate)
14	The percentage of <b>SRDs completed</b>	85%		90%	89%	100%	91% (CYP Directorate)

## 2.2 Summary of Key Performance Areas

The service has continued to show significant improvement in its four DfES / DCSF key performance indicators (two of which were BVPIs) and are on track to achieve the national targets across all four areas in 07 - 08. This has been achieved through developing partnerships at local levels to maximise our resources, and relocating some of our resources.

Young people's involvement in decision making has increased through the development of the second Herefordshire Youth Council (HYC) and the Shadow Children and Young People's Partnership Board (SCYPPB). The HYC and the SCYPPB through the creation of the Youth Funding Panel have also taken on the management of the Youth Opportunity and Capital Funds (YOF / YCF) and has distributed nearly £300,000 to young people for more positive activities. In 2007 Herefordshire elected its first members of the UK Youth Parliament who took up their seats in 2007/8. This work has been a major part in doubling the number of young people who felt that enough was done to engage them in the county's decision making processes (See LAA 17 and 18 above) from 13.8% in 2003 to 31% in 2007.

The **2007 Youth Survey** also indicated that 87% young people who use youth clubs are satisfied with the provision and services which they receive. This has been a significant improvement since 2005 – 6 when this survey was last done.

**Recruitment and retention** of staff remained difficult in the last six months of the year and specifically the service was unable to recruit the third Senior Youth Worker (although this has been filled in early 2008 – 9). Recruitment for assistant youth workers was also difficult to address this we have reviewed the job description to increase the likelihood of recruiting. The re-grading and the training provided for incoming members of staff have helped to support the development of a stronger and better qualified team.

The Every Child Matters (ECM) agenda continues to develop specifically in the area of Youth Matters and **Positive Contribution** where the Youth Service has made a significant contribution eg the first round of the YOF / YCF grant for positive activities which has been very well received by young people and those working with them.

## 3. New Service Requirements and Priorities for 2008 – 9

### 3.1 What's changing?

To make the **Every Child Matters** agenda a reality requires resources to be directed at delivering multi-agency integrated services based around the needs of the child, young person and their family. This is being developed, within the level of resources available, in hubs around school clusters or partnerships, linking closely with the provision of children's centres and extended schools, where a variety of services are available at a local level. The

new model of provision will need to take account of access and transport issues, along with information sharing across agencies.

It is intended that having services delivered at a more local level than currently, along with the implementation of a **Common Assessment Framework (CAF)**, **Team Around the Child (TAC)**, and **Targeted Youth Support (TYS)** will enable much earlier intervention and prevention work to be undertaken to support children and young people's needs before problems escalate. This work is being led by the Director of Children's Services, initially with a restructure of the directorate being implemented for September 2008, and with other agencies coming alongside either virtually or through co-location. At the same time, there are some services that will remain county-wide to foster a cohesive approach, such as the provision of school transport. Other services will remain centrally managed either because they are crucial to the safeguarding of children or because they provide for a small number of children and are therefore more cost effectively delivered centrally.

**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). Good development work has been established through the Vulnerable Young Peoples Group (VYPG) in conjunction with Connexions, the Youth Offending Service (YOS) and other members. The VYPG has coordinated approaches to identifying issues in relation to young people and their attainment as a sub group of the 14 – 19 Strategy Group. The role out of the CAF / TAC will influence the development of **TYS** and are therefore being jointly planned.

As part of the integration agenda the Youth Service needs to adapt its systems and procedures to ensure a coordinated approach to improving outcomes for young people. This work, and the development of Information Sharing Index (ISI) – the tool for ensuring all professionals are aware of which agency is in contact with 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 its priorities. The Youth Service requirements will be met in Phase 3 of the Connects programme (2009 – 10).

**Aiming high for young people:** A ten year strategy for positive activities sets out the Government's ambition to transform the opportunities for young people. The challenge is to deliver this strategy in a way that involves and empowers young people, removes barriers to access, and increases the quality of what is on offer locally. The new national indicator **N110 (Positive Activities)** has been included in the 35 key indicators for the council in the Local Area Agreement (LAA) for 2008.

**The Children and Young Peoples Plan 2008 - 11**, 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 increase its work with more vulnerable

young people. The Youth Service will lead on the implementation of the Hear By Right Standards across the Council and the Partnership. Government funding for the continuation of the **Youth Opportunity Fund** and **Youth Capital Fund (YOF and YCF)** has been announced for the next 3 years.

#### 4. Priorities and actions for 2008 – 9

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

The service will focus on the following priorities over the next year:

1. Increasing the amount and recognition of **Targeted Youth Work** with vulnerable young people. We will need to adapt our planning and recording systems as part of the new integrated systems and locality teams. This work needs to be firmly embedded across all areas of youth work delivery. It will include work linked to the Teenage Pregnancy Strategy, the Young People's Substance Misuse Plan, the School Attendance Strategy and the Disability Strategy.
2. Maintain our performance in the **4 DCSF KPI's** whilst increasing our work in the **Youth Involvement**. To accomplish this we will seek alternative methods of funding and partnership arrangements.
3. Increase the amount, range and uptake of **Positive Activities** including **Volunteering** particularly by and for vulnerable young people. To do this we need to map the current range of provision and seek new partnerships with the Sports and Cultural partnerships, and others, to maximise the resources available to address gaps in provision. This will be part of the Youth Offer which will be developed in conjunction with other partners. We will also seek to improve the range and quality of youth facilities in the county as part of the agenda.
4. **Recruitment, retention and workforce development** will remain as a priority as despite improvements it is likely we will continue to have recruitment issues in some areas, notably for assistant youth workers. The training and development of the workforce in both practice of working with young people and new systems and structures eg CAF / TAC / TYS will be addressed through a revised training offer including level 2 and 3 qualifications in youth work and opportunities for higher level qualifications where required. Staff will also take part in the **CAF** training programme when it becomes available.
5. The **youth work curriculum** offer will be reviewed after the work last year in embedding it through training programmes and road shows around the county. Progress will be monitored through the revised quality assurance framework.
6. The Service will need to actively engage with the **directorate and partnership restructuring process** that is currently underway to ensure that staff are informed and engaged in the new structures developed and that

they lead to better outcomes for young people. The SMT will play a major role in this and will ensure the quality of information and communication is timely, relevant and clear

## 4.2 Key Performance Indicators (KPIs) for 2008 - 9

### Targeted Youth Work

Targeted Youth Support is an emerging agenda nationally and locally. A steering group made up of key partners from the Vulnerable Young People's Group (VYPG) has been established are using the VYPG twenty four definitions of vulnerability as a starting point to identify individual young people that agencies are working with and as an aid to planning new structures and arrangements to meet the needs of those young people. Through the year and in conjunction with the directorate reorganisation and the development of integrated teams the service will develop performance indicators to measure our work in this area.

### 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.

All targets within this plan will use the 13 -19 year old youth **population figure of 16,000**. This is the mid 2008 population forecast made by Herefordshire Council based on the Office for National Statistics (ONS) mid 2006 figures.

Contact Target	Target 2006-7	Target 2007-8	Target 2008-9
Local Target (24% of 16,000)	2,966	3,158	<b>3,840</b>

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

Service Areas	2006-7	2007-8	Target 2008-9
Patch based workers (210 per area)	1,800	1,200	<b>1,260</b>
Duke of Edinburgh (yp not registered / external to CYS)	397	497	<b>950</b>
Outdoor Education (yp not registered / external to CYS)	481	300	<b>450</b>
Colleges	0	400	<b>300</b>

Youth Involvement / Countywide	0	30	40
Other (HCVYS / Partnerships / Etc)	480	740	840
<b>TOTAL</b>	<b>3,158</b>	<b>3,167</b>	<b>3,840</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%.

<b>Participation Target</b>	Target	Target	Target
	2006-7	2007-8	2008-9
<b>National and Local Target</b> 15% of the 13-19 population (16,000)	2,368	2,375	2,400

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

Service Areas	Target	Target	Target
	2006-7	2007-8	2008-9
Patch based workers (110 each area)	1,080	600	660
Duke of Edinburgh	397	497	900
Outdoor Education	418	303	400
Colleges	0	200	20
Youth Involvement / Countywide	0	20	20
Other (HCVYS / Partnerships / Etc)	0	280	400
<b>TOTAL</b>	<b>1,895</b>	<b>1,900</b>	<b>2,400</b>

### 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 (13-19 year olds)</b>	Target	Target	Target
	2006-7	2007-8	2008-9
<b>National &amp; Local Target</b> (60% of 15% of Youth Population)	1,420	1,425	1,440

<b>Breakdown of Service Area</b>	Recorded	Target	Target	Target
<b>Outcome targets (13-19yr olds)</b>		2006-7	2007-8	2008-9

Patch Based workers (60 each area x 6)	630	360	<b>360</b>
Duke of Edinburgh Award (external YP)	246	315	<b>500</b>
Outdoor Education (external YP)	261	200	<b>200</b>
Colleges	0	100	<b>50</b>
Youth Involvement / Countywide	0	20	<b>20</b>
Other (HCVYS / Partnerships / Etc)	0	145	<b>310</b>
<b>TOTAL</b>	<b>1,137</b>	<b>1,140</b>	<b>1,440</b>

### **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
- ◆ Accredited both individuals and groups
- ◆ Accredited 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>	<b>Target 2006-7</b>	<b>Target 2007-8</b>	<b>Target 2008-9</b>
<b>National &amp; Local Target 08-09</b> (30% of 15% of youth population)	<b>710</b>	<b>712</b>	<b>720</b>
<b>Breakdown of Service Areas Accreditation Target</b>	<b>Target 2006-7</b>	<b>Target 2007-8</b>	<b>Target 2008-9</b>
Patch Based workers (40 each area)	240	240	<b>240</b>
Duke of Edinburgh Award (external yp)	246	302	<b>310</b>
Outdoor Education (external yp)	82	95	<b>95</b>
Youth Involvement / Countywide	0	10	<b>10</b>
Other (HCVYS / Partnerships / Etc)	0	65	<b>65</b>

TOTAL	568	712	720
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### Youth Involvement

The Youth Service will work with partner organisations to increase the level of engagement and involvement of young people in decision making processes, including the development of a countywide participation strategy for young people (as part of the Community Involvement Strategy). The service will maintain the development of the Shadow Children and Young Peoples Partnership Board, UKMYP and the Herefordshire Youth Council, and will increase its links with school councils and other youth forums and councils. The service will also focus in the engagement of vulnerable young people in these processes including the development of a new forum for young people and the Herefordshire Children's Safeguarding Board.

Youth Involvement	2003-4	2005-6	2007-8	Target 2008-9
Percentage of young people who feel Herefordshire Council does enough to give opportunity to influence decisions (HCS 69)	13.2%	19.8%	31%	35%
Proportion of 13 - 18 year olds who feel they can influence decisions affecting local services. (HCS 38)	N/A	N/A	31%	35%

### Positive Activities and Volunteering

The definition for NI 110 Positive Activities has been agreed and is one of thirty five key indicators agreed as part of the Local Area Agreement (LAA). This target will be measured through the Tellus survey in schools with a baseline to be established in the 2008 survey. The 2007 Youth Survey indicated that **50% of young people were unsatisfied** with what there was to do in their spare time. This rose to 64% of young people living in South Wye area of Hereford. The Youth Service will work with Sports Development Team and Cultural Services to link the broad positive activities agenda to the specific targets emerging under the 5 hour Sports Offer and the 5 hour Cultural Offer, particularly focussing on targeting vulnerable young people who are significantly less likely to participate.

Volunteering forms part of the positive activities offer but due to its proactive nature has additional benefits to young people's personal development, as such the Youth Service is keen to support and develop more volunteering opportunities for young people. It will do this through providing volunteering opportunities in its own provision but also through its partnership arrangements with HCVYS and its members. In 2007 - 8 a small group was formed to lead on this work, they have establishment a baseline of youth volunteering in the 2007 Youth Survey and have been successful in attracting additional funding



through its member organisations via 'V' the national youth volunteering organisation. This will come on stream in early 2008.

Volunteering	Baseline 2007-8	Target 2008-9
NI 110 % of Young people involved in Positive Activities (Tellus3 to establish baseline in 08)	73.3% (temp baseline from Tellus2)	To be set
HCS37 % of young people involved in Volunteering	31%	<b>35%</b>

CYS Action Plan 2007 - 8

OBJECTIVE	ACTION REQUIRED	MEASURE OF SUCCESS	TARGETS	LEAD OFFICER
<b>1. Increase the amount and recognition of Targeted Youth Work</b>	<ul style="list-style-type: none"> <li>• Increase work with vulnerable groups</li> <li>• Publicise this work with partners orgs and others</li> </ul>	<ul style="list-style-type: none"> <li>• More vulnerable young people are engaged in youth work leading to better outcomes</li> <li>• Youth work is recognised as a key mechanism within integrated teams to improve outcomes for young people</li> </ul>	<ul style="list-style-type: none"> <li>• At least 20% of all work to be targeted at vulnerable young people</li> <li>• 4 positive news articles per TYIS and youth work</li> </ul>	<p>SMT</p> <p>JL</p>
<b>2. Achieve targets in DCSF 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> </ul>	<ul style="list-style-type: none"> <li>• 1 additional Partnership per</li> <li>• Develop partnership projects to deliver to young people</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve targets (4 DCSF KPIS)</li> <li>• Delivery in 4 cluster areas</li> </ul>	<p>SMT</p> <p>AP and JL</p>
<b>3. Increase the range and uptake of Positive Activities (particularly by Vulnerable YP)</b>	<ul style="list-style-type: none"> <li>• Promote and Publicise current activities</li> <li>• Analyse current provision to identify gaps &amp; present to C Trust</li> <li>• Address findings of analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Young people are aware of what is available how to find information</li> <li>• Gaps identified by Nov 08</li> <li>• Children's Trust to commission new services to address in 09/10</li> </ul>	<ul style="list-style-type: none"> <li>• NI 110 (target to be set)</li> <li>• Number of hits to the Youth Zone website</li> <li>• Increase YP Satisfaction levels via Youth Survey</li> <li>• NI 110 (target to be set)</li> </ul>	<p>AP</p> <p>AP</p> <p>SMT</p>

OBJECTIVE	ACTION REQUIRED	MEASURE OF SUCCESS	TARGETS	LEAD OFFICER
4. Involvement of young people in decision making	<ul style="list-style-type: none"> <li>Increase the range and number of opportunities and organisations actively engaging young people</li> </ul>	<ul style="list-style-type: none"> <li>More young people are engaged, better more relevant services are delivered.</li> </ul>	<ul style="list-style-type: none"> <li>YP feel they can influence decisions. HCS 38 = 35%</li> </ul>	AP
	<ul style="list-style-type: none"> <li>Improve communication and publicity re Youth Involvement</li> </ul>	<ul style="list-style-type: none"> <li>Support from C&amp;YPPD</li> </ul>	<ul style="list-style-type: none"> <li>6 positive articles pa re youth involvement</li> </ul>	AP
	<ul style="list-style-type: none"> <li>Develop a Youth Involvement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Young people are engaged in decision making</li> </ul>	<ul style="list-style-type: none"> <li>YP feel they can influence decisions. HCS 69 = 35%</li> </ul>	AP
5. Increase the number of Young people involved in volunteering	<ul style="list-style-type: none"> <li>Work with Partner to increase the number and suitability of volunteering opportunities</li> </ul>	<ul style="list-style-type: none"> <li>More young people volunteer</li> </ul>	<ul style="list-style-type: none"> <li>HCS 37 35%</li> </ul>	JR
6. Improve Recruitment, Retention and staff morale	<ul style="list-style-type: none"> <li>Ongoing recruitment activity</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of vacancy rates from 2008</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in number of sick days</li> </ul>	SMT
	<ul style="list-style-type: none"> <li>JR to walk the floor more often to hear direct from staff</li> </ul>	<ul style="list-style-type: none"> <li>JR out once a month</li> </ul>	<ul style="list-style-type: none"> <li>10 visits a year minimum</li> </ul>	JR
7. Improve quality of youth work delivery	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Staff meet new occupational standards in youth work</li> </ul>	<ul style="list-style-type: none"> <li>100% of staff meet standards by 2009</li> </ul>	AP
	<ul style="list-style-type: none"> <li>Quality Assurance framework to be fully implemented</li> </ul>	<ul style="list-style-type: none"> <li>Areas of strength recognised and shared, weaknesses addressed</li> </ul>	<ul style="list-style-type: none"> <li>3 Inspection visits to take place pa</li> </ul>	JL
	<ul style="list-style-type: none"> <li>Review youth work curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Identify strengths and weakness in curriculum offer &amp; address</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed by Sept 08</li> </ul>	AP

OBJECTIVE	ACTION REQUIRED	MEASURE OF SUCCESS	TARGETS	LEAD OFFICER
8. Improve the range and quality of youth facilities in the county	<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>High quality accessible &amp; affordable facilities are available to young people</li> </ul>	<ul style="list-style-type: none"> <li>1 major refurbishment / rebuild pa of youth facility</li> </ul>	JL
9. Improve the co-ordination of services to young people	<ul style="list-style-type: none"> <li>Engage staff in the directorate restructuring and design of integrated teams.</li> </ul>	<ul style="list-style-type: none"> <li>Better ECM outcomes for young people</li> </ul>	<ul style="list-style-type: none"> <li>Staff attend TYS CAF TAC briefings and engage</li> </ul>	SMT

## Appendix 1. Equalities Impact Assessment - Action Plan

Use the table below to list the actions arising from this exercise. Add as many lines as you need. The actions identified here need to be incorporated into your Service Plan and Directorate Service Plan.

Diversity strand	Action identified	Timescales (when this work is to be completed)	Who is responsible?	Improvement aim/outcome
Disability	Increase knowledge and promotion of positive activities for young people with disabilities	March 08	A Preedy	Map provision, promote what is available, analyse gaps look to commission to fill gaps
Income, Linked to age , gender and race	Increase targeted work with those most vulnerable young people	Plan in place by March 08. Delivery to start in April	J Ralph	Improved outcomes for individuals and reduction of harm

## Appendix 2. ICED GEMS – Youth Service GEM Summary

This document shows the significant environmental impacts that have been identified for the Youth Service and the measures in place to control minimise or enhance those impacts.

Activity	Asp	Impact	Signif	Legal	How is the aspect controlled?	
					Procedures	Targets
<b>Youth Services – outdoor education, via water based</b>	BH  EA	Potential disturbance of wetland /other habitats Opportunity to raise awareness of natural environment	Legal	Wildlife Act	Generic License to run outdoor pursuits with Outdoor Activities Licensing Authority is held by David McEaney at Castle Green Canoe Centre. Sailing & Canoeing have low impact. Operate in restricted area at Bodenham avoiding defined wildlife area and have a closed season. Castle Green impact low as in city. Instructors’ competence standards include environmental issues - BCU for canoeing and RYA for sailing. All instructors are (or are in training) to be qualified at required standard Difficulties in access to Wye. YS are working with a number of agencies on this.	Sailing and canoeing
<b>Youth Services - Working with young people on environmental initiatives</b>	EA	Increasing Env Awareness	Stakeholder	None	Youth workers develop environmental initiatives from time to time, depending on the interests of the groups they are working with. Eg work with BODs on pole lathing & Iron Age round house.	None specific to environmental issues
<b>Youth Services – promoting access to activities/events</b>	EA  TR	Increasing Env Awareness	Stakeholder	None	Access to services/activities problematic for rural youth (confirmed by 2005 and 2007 Youth Surveys as key issue). YS offer some services electronically, eg info on activities, and take some services out. Eg can now take canoes out on trailer and mountain bikes rather than bring children in.	
<b>Youth Services - provision of offsite visits</b>	EA	Increasing Env Awareness re safety but also educational aspects of environment	Stakeholder	None	Promote the county as an option for visits (many Hfds schools currently go out of county). Recent success in getting schools to use Bodenham for sailing. Dinedor Centre transferred to trust, who are seeking funding to upgrade residential facilities. Also starting to promote Herefordshire as destination to WMids conurbation.	

### Appendix 3. – Project management and ICT requirements for the Youth Service 2008-2009

Project name	Brief description	Estimated costs (where known)	Director / Head of Service	Contact name	Year / quarter when project has to be running
Youthbase	New client monitoring system required for the Youth Service	£ not known	Head of Integrated Services and Inclusion	Jon Ralph	April 2008 ideally, or September 2008
Off-site visit reporting (Evolve)	New LA system to report and monitor all offsite visits by schools and Youth service	£6,000?	Head of Integrated Services and Inclusion	Jon Ralph	April 08
Publicising Positive activities	LA has a duty to promote, publicise and complete gap analysis for all positive activities for young people. Web based solution using MyHerefordshire.com	£10,000	Head of Integrated Services and Inclusion	Jon Ralph	April – June 08

### Appendix 4. – Youth Service Risk Register 2008-2009

Risk details					Mitigation Strategy		Assessment of residual risk		
Risk ref	Risk description	Likelihood	Severity	Rating	Summary of mitigation actions	Risk owner	Residual likelihood	Residual severity	Residual rating
CYS1	Inability to recruit sufficient trained and experienced staff to deliver targets	3	4	12 HIGH	Increased recruitment activity, JE re-grading, and additional training in place	Jon Ralph	3	4	12 HIGH
CYS2	Change Management process reduces services ability to meet targets	3	3	9 HIGH	Directorate restructure project management process and workforce development plan	Director Children's Services	2	2	4 LOW

# Appendix 5. Youth Service Structure Chart

(Not all individual posts shown)

