

AGENDA MANAGEMENT SHEET

Name of Committee **Cabinet**

Date of Committee **6 October 2005**

Report Title **Action Plan arising from Ofsted
Inspection of Youth Service**

Summary The Authority is required to submit to the DfES an Action Plan aimed specifically at responding to the recommendations contained in the Inspection Report. This paper presents the Draft Action Plan. The Children and Young People Overview and Scrutiny Committee considered the report at their meeting on 22 September 2005.

**For further information
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**Would the recommended
decision be contrary to the
Budget and Policy
Framework? [please identify
relevant plan/budget provision]** No

Background papers

- Cabinet report 8th September 2005 – Ofsted Inspection of Youth Service
- Ofsted Inspection Report of Warwickshire Youth Services 23rd-27th May 2005
- Youth Service Plan 2003/06, updated March 2005
- Transforming Youth Work, Resourcing Excellent Youth Services – DfES

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees

Local Member(s)

- Other Elected Members Cllr Richard Grant – comments incorporated
Cllr Jill Dill-Russell
Cllr Helen McCarthy – “fine”
- Cabinet Member Cllr Izzi Seccombe
Cllr Peter Fowler
Cllr John Burton
- Chief Executive
- Legal Jane Pollard -agreed
- Finance
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

**Cabinet
6 October 2005**

Action Plan arising from Ofsted Inspection of Youth Service

**Report of the Chair of the Children and Young People
Overview and Scrutiny Committee**

**Recommendation of the Children and Young People Overview and
Scrutiny Committee:**

That the Cabinet approve the draft Action Plan produced following the Ofsted Inspection of the Youth Service.

**1. Views of the Children and Young People Overview and
Scrutiny Committee**

The Children and Young People Overview and Scrutiny Committee considered the report of the County Education Officer outlining the Action Plan, which the Authority was required to submit to the DfES aimed specifically at responding to the recommendations contained in the Ofsted Inspection of Youth Services. It was noted that the work outlined in the Action Plan linked to the core work of the service in the Business Plan.

The following areas were highlighted for addressing:

- a. the Action Plan called for an increase in the recruitment of youth workers, including traineeships for youth workers and looking at ways of employing young people.
- b. There was a need to increase work done with young people with disabilities, which was costly due the costs of transport and care assistants.
- c. Engaging with young people in rural communities to meet the requirements of the Rural Strategy.

During the ensuing discussion the following points were made:

1. Members commended the report, which was well detailed with financial implications.
2. Members were pleased to see the focus on disabilities and rural issues.
3. Once the Action Plan had been agreed by the Cabinet, the Youth Services activities would be reflected under the current Single Education Plan on the Education website

<http://www.warwickshire.gov.uk/Web/corporate/pages.nsf/Links/FEA2100B057DFE7880256B4F005398A7>)

4. A lot of work was being done with the Voluntary Sector to help to raise the capacity of that sector.
5. If the current Ofsted criteria, which focused on educational outcome was maintained for 'Youth Matters', much of the work done to occupy young people would fail an inspection.
6. That appropriate resources should be made available for the implementation of the plan.

The Committee agreed to recommend to the Cabinet the approval of the Action Plan, with the inclusion of appropriate monitoring of the Action Plan, to be determined by the Cabinet.

2. Background and introduction

- 2.1 Following the Ofsted Inspection of the Youth Service it is a requirement that an Action Plan is produced that sets out how the Authority will respond to the recommendations contained in the Inspection Report. Maria Eagle MP, Parliamentary Under Secretary of State for Children and Young People, has requested the Action Plan by 12th October 2005.
- 2.2 Ofsted Inspectors concluded "Warwickshire Youth Service provides an adequate service which represents satisfactory value for money". Against a background of comparatively low though increasing levels of funding for some years in Warwickshire and a high level (approximately half) of Inspection reports recently published concluding unsatisfactory Youth Service delivery, Warwickshire's report represents a satisfactory outcome while giving a basis for future improvement. It reflects the high level of commitment and quality of work by all staff.
- 2.3 Groups of Service staff and officers have contributed to the actions contained within the attached Action Plan (**Appendix A**). It has, however, not been possible to discuss this Plan with the whole Service. A staff meeting is planned for 27 September when this will be a major agenda item. It is anticipated that a few suggestions will be forthcoming to improve the Action Plan and enable ownership, which is essential.

- 2.4 The recommendations contained within the Inspection Report are as follows:

The Council should:

- (i) ensure that all provision is focused on educational outcomes, and is sufficiently challenging
- (ii) involve young people in service development more thoroughly at centre and service-wide levels
- (iii) place greater emphasis on promoting positive attitudes towards equality of opportunity and inclusion
- (iv) increase provision to meet the needs of young people with disabilities

- (v) take steps to ensure that staff are appropriately qualified
- (vi) improve the effectiveness of quality assurance procedures
- (vii) fund the Youth Service adequately and monitor its efficiency and effectiveness.

2.5 Along with the recommendations contained in the report are statements of strengths and areas for development. Each area for development has been identified and included within the Action Plan.

3. The Action Plan

- 3.1 The Action Plan is set out so that each recommendation is an Objective and has areas for development. An overall outcome has been identified for each development and specific actions identified that will enable the Service to achieve and monitor progress.
- 3.2 It should be noted that recommendation (iv) above has been combined within the general objective of inclusion (iii) thereby maintaining its importance whilst ensuring it has the necessary links with the wider inclusion priority.
- 3.3 Best attempts have been made to set out realistic, and at the same time challenging, timescales to achieve actions. The Service has considerable commitments identified in the Youth Service Plan 2003/06, updated in March 2005, to maintain the quality of existing work that needs to be taken account of alongside this specific action plan.
- 3.4 The Action Plan will be monitored through quarterly performance management meetings of the Service's Management Team and through annual performance reports to all Service staff and line management arrangements in the Service and Education Department.

4. Resources

- 4.1 Resources identified in the Action Plan are generally self-explanatory. They mainly refer to additional costs of bringing staff together, especially part-time staff, and costs of producing and promoting new or modified approaches. In some instances additional input/group facilitation is required that cannot be found within existing staff or officer time.
- 4.2 Within area for development 2c "unsatisfactory access to information and advice" it will be noted "continuation of funding £135,000" is referred to. "Signposting Choice" is a WCC information and advice strategy initially supported under Policy for Young People by the Children and Young Persons' joint funding arrangements through the Chief Executive's Department. This is one of the "services" identified within the Strategic Review of Services for Young People. Currently in its last year of agreed funding there is an opportunity to integrate improved co-ordination of services and achieve the desired links with Youth Service improvements recommended by Ofsted.

- 4.3 In concluding that the level of funding within Warwickshire is “low” Inspectors compared expenditure with all other authorities – table 5 of the Ofsted Inspection Report. It can be seen that Warwickshire’s percentage of the Education Department budget is 0.4% less than the median. This sum equates to just over £1million, the figure referred to in 6a of the Action Plan.

Table 5: Youth Service budget as % of the total Education budget

	2004/05	2003/04
LEA	0.9%	1.0%
England – median value ¹	1.3%	1.3%
England – range of values ²	0.6% to 6.9%	0.3% to 6.1%

Source: DfES – Section 52

1. *The median value is the middle value of the %s of all 150 Local Authorities in England.*
2. *The range of values shows the highest and lowest %s for individual Local Authorities in England.*

- 4.4 The final section of the Action Plan summarises possible financial implications that are dependent on whether or not aspects of finance can be secured or reprioritised. A number of development bids/budget pressures have been submitted through the normal annual budget building process.

5. Conclusion

The Action Plan sets out a challenging path to achieve progress against the recommendations of the Ofsted Action Plan. The Service is committed to making progress in all areas recognising the need to consider resource levels.

CLLR RICHARD GRANT
Chair of the Children and Young People Overview and Scrutiny Committee

Shire Hall
Warwick

Action Plan arising from Ofsted Inspection of Warwickshire Youth Service, May 2005

Objective 1: Ensure that all provision is focused on educational outcomes, and is sufficiently challenging

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
1a) Young people, especially the more able, are insufficiently challenged to reach their potential	<p>Ensure staff have adequate information regarding accreditation, progression routes and pathways</p> <p>Provide training on the use of the curriculum linked to learning outcomes and progression for Young People.</p> <p>Identify appropriate assessment processes to assist staff to choose relevant curriculum area and accreditation</p> <p>Develop individual learning plans for young people involved in targeted provision.</p> <p>Consider introducing aspiration targets for more able young people</p> <p>Obtain ASDAN* recognition for "Challenge Award"</p>	<p>Robert Townsend</p> <p>Shinderpaul Bhangal & Robert Townsend</p> <p>Robert Townsend</p> <p>Robert Townsend</p> <p>Robert Townsend</p> <p>Robert Townsend</p> <p>Robert Townsend</p>	<p>04/06</p> <p>09/06</p> <p>04/06</p> <p>09/06</p> <p>09/06</p> <p>09/06</p>	<p>Information produced and briefings delivered.</p> <p>Staff offer approved through QA processes.</p> <p>Assessment processes identified and circulated to staff.</p> <p>Individual learning plans used in targeted provision in the service</p> <p>Improved use of appropriate accreditation options observed through QA processes</p> <p>ASDAN recognition gained and used</p>	<p>Time and reprioritisation</p> <p>Time and reprioritisation</p> <p>Time and reprioritisation</p> <p>£5,000 development costs (meetings, training etc.) + time</p> <p>Time and reprioritisation</p> <p>£10,000 (training, printing and registration fees) + time</p> <p>£15,000</p>	
<i>Outcome: Individual young people are following the appropriate level of accreditation and achieving success.</i>						

*ASDAN = Award Scheme Development and Accreditation Network recognised by DfES and used by many schools for accrediting informal learning

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
1b) Young people rarely plan or lead youth work sessions themselves. <i>Outcome: Young people plan and lead 10% of youth work sessions by 2006 rising to 25% by 2008.</i>	Deliver training for staff to enable the involvement of young people in the planning, delivery and evaluation of youth work (link to 1a). Develop a Young Leader role to plan and lead small groups to deliver the youth work curriculum Ensure examples of young people taking the lead in annual "Best Practice " publication. Ensure section within new publication "Participation and Involving young people - Best Practice and Toolkit" Explore possibility of introducing youth work apprenticeship (or similar)	Shinderpaul Bhargal Robert Townsend Nick Francois Peter Hatcher Peter Hatcher	09/06 09/06 10/05 09/06 09/06	Training developed and delivered Young leader "Award" developed and delivered to young people Best practice report includes at least 4 examples of young people taking the lead in delivering programmes. "Participation and Involving young people - Best Practice and Toolkit" produced and circulated. New routes for young people To become involved in youth work are identified.	Time and reprioritisation £5,000 (venues, pt staff, resource production) + time existing resource Time and reprioritisation Time + £30,000 for salary cost of 2 apprentices £35,000	
1c) Too many session plans focus on activities and methods rather than on outcomes for young people. <i>Outcomes for young people clearly evidenced in QA process and evaluations.</i>	Deliver training for part time staff regarding programme design and delivery using the Curriculum. Redesign session planning and evaluation (Green & Yellow) forms that enables young persons needs to be central to the program plan Ensure individual learning plans for targeted provision are introduced and supported by assessment training (link 1a)	Shinderpaul Bhargal Robert Townsend Robert Townsend	04/06 01/06 09/06	Part time staff take part in relevant training Forms redesigned and used appropriately Individual learning plans introduced and used for programme planning.	Time and reprioritisation Existing resource Existing resource	

Objective 2: Involve young people in service development more thoroughly at centre and service-wide levels

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
2a) Insufficient involvement of young people in developing and evaluating the curriculum. <i>Outcome: At least 500 Young people consulted annually about the Curriculum Framework in 2006 rising to 1,000 in 2008.</i>	<p>Include within annual area young people's events opportunities to enable Young People to comment upon the youth work curriculum.</p> <p>Ensure key outcomes from above are reflected in Area and Unit plans.</p> <p>Increase the number of session planning & evaluation forms that include young people comments and evidence of involvement</p> <p>Ensure young people are involved in the development and interrogation of the user survey – in both their preparation and results.</p> <p>Ensure section within new publication "Participation and Involving young people - Best Practice and Toolkit"</p>	<p>Area Officers</p> <p>Area Officers</p> <p>Area Officers</p> <p>Peter Hatcher</p> <p>Peter Hatcher</p>	<p>11/05</p> <p>03/06</p> <p>05/06</p> <p>10/05</p> <p>06/06</p>	<p>Young people involved in area event session and comment on curriculum</p> <p>Outcomes from area events influence area and unit plans.</p> <p>Young people's comments and ideas included in 50% of planning and evaluation forms</p> <p>County Youth Panel approve survey and comment upon results</p> <p>Examples of good practice included within new publication</p>	<p>Existing resource</p> <p>Existing resource</p> <p>Existing resource</p> <p>Time + £1,000 for additional meetings with young people</p> <p>Time and reprioritisation +£5,000 for production costs. £6,000</p>	
2b) Young people rarely plan or lead youth work sessions themselves.	See 1b					

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
2c) Unsatisfactory access to information and advice (through youth service). <i>Outcome: 75% of young people completing annual survey satisfied with access to information and advice through the youth service rising to 90% by 2008.</i>	Review Signposting Choice strategy to include options for young people to access independent information and advice. This to include role of partners and voluntary sector Provide guidance to all Youth Centres for basic requirements for providing and updating information to users. Raise awareness of, and confidence in staff to use, web based information for young people. Include within Curriculum Resource File links to sources of information and advice for young people	Peter Hatcher with Mike Bunn Ian Mclean Peter Hatcher Robert Townsend	12/05 12/05 03/06 10/05	Strategy written and presented to appropriate decision-making body. Guidance produced, circulated to Centre staff, and implemented. Web based sites used by young people and staff to access information Resource File includes appropriate links	Time +continuation of funding (£135,000) Time + £5,000 for display equipment and materials Time + £7000 For training and support Existing resource £12,000 + £135,000 continued funding	

Objective 3: Place greater emphasis on promoting positive attitudes towards equality of opportunity and inclusion

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
<p>3a) Insufficient promotion of equality, inclusion and diversity through the curriculum.</p> <p><i>Outcome:</i> <i>By 2008 at least 20% of all youth work sessions recorded as "Anti-Oppressive Practice" core of the Curriculum.</i></p>	<p>Deliver training on the curriculum to enable better choice / judgments between the curriculum areas.(link with 1a)</p> <p>Ensure annual Best Practice report includes examples from each area of appropriate work through the curriculum (link with 1b).</p> <p>Include within Youth Work Curriculum Resource File relevant examples of Curriculum opportunities (link with 2c)</p>	<p>Shinderpaul Bhargal</p> <p>Nick Francois</p> <p>Robert Townsend</p>	<p>04/06</p> <p>10/05</p> <p>10/05</p>	<p>QA observations identify equal spread of curriculum areas in practice. Annual Audit of planning and evaluation forms reflect balance</p> <p>Best practice report includes minimum of 5 examples of good practice linked to equality, inclusion and diversity.</p> <p>Curriculum Resource File includes good balance of useful examples</p>	<p>Included previously</p> <p>Included previously</p> <p>Included previously</p>	
<p>3b) Insufficient prioritisation of inclusion and diversity.</p> <p><i>Outcome:</i> <i>Service meets targets for work with wider range of young people identified as priority groups in the Service Plan.</i></p>	<p>Reconvene the "Widening Participation group" to ensure relevant knowledge and expertise involved in service planning/target setting</p> <p>Produce an Action plan that includes specific targets on reach and set targets on curriculum delivery in relation to anti oppressive practice</p> <p>Include within future Service Plan a specific objective - anti-oppressive practice and inclusion</p> <p>Identify specific targets for inclusion in area plans.</p>	<p>Nick Francois</p> <p>Nick Francois</p> <p>Peter Hatcher</p> <p>Area Officers</p>	<p>Immediate + 03/06 for evaluation</p> <p>10/05</p> <p>03/06</p> <p>03/06</p>	<p>Widening Participation group meets on a regular basis and advises / monitors service on performance.</p> <p>Action Plan produced with measurable outcomes.</p> <p>Service Plan includes specific objective</p> <p>Targets set and monitored</p>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
3b) continued	<p>Produce guidance on anti oppressive practice to assist provision involving predominantly "white" young people to eradicate racism from the work.</p> <p>Promote recording of racist incidents methods throughout the Service</p> <p>Produce a policy on the service working with young people using drugs In line with "dealing with sensitive issues"</p>	<p>Nick Francois</p> <p>Nick Francois</p> <p>Ian McLean</p>	<p>12/05</p> <p>01/06</p> <p>04/06</p>	<p>Session recording forms identify relevant programmes and young people's evaluation.</p> <p>Service records racist incidents</p> <p>Service staff clear about guidelines and confident in working with relevant young people.</p>	<p>Existing resources</p> <p>Time and reprioritisation</p> <p>Time + £5,000</p> <p>For convening development meetings and production of materials</p> <p>£5,000</p>	
<p>3c) Little differentiation of models of delivery to meet the needs of different types of area.</p> <p><i>Outcome: Young people across the county receive opportunities for involvement through service delivery.</i></p>	<p>Develop a rural strategy on working with young people that ensures that the service can deliver its curriculum to young people in small / isolated communities</p> <p>Ensure Best Practice Guide and Curriculum Resource File includes range of different delivery methods (links with 1b, 2c and 3a).</p> <p>Review delivery methods in each area to meet the needs of priority target groups.</p> <p>Review recruitment methods to ensure greater reflection of priority groups in the workforce.</p>	<p>Mohamed Jamil & Robert McCluskey</p> <p>Nick Francois & Robert Townsend</p> <p>Area Officers</p> <p>Peter Hatcher</p>	<p>03/06</p> <p>10/05</p> <p>03/06</p> <p>03/06</p>	<p>Rural strategy produced and presented to appropriate body for agreement.</p> <p>Best Practice Guide and Curriculum Resource File includes range of different delivery methods.</p> <p>Range of appropriate methods deployed.</p> <p>Workforce reflects priority target groups</p>	<p>Time and reprioritisation for strategy, £150,000 for mobile resource and staff + to deliver</p> <p>Included previously</p> <p>Existing resource</p> <p>Existing resource</p> <p>£150,000</p>	

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
<p>3d) Insufficient provision to meet the needs of young people with disabilities.</p> <p><i>Outcome: Provision for young people with disabilities developed in each area of the County by April 2007.</i></p>	<p>Produce a report containing statistical information regarding young people with disability to gain an accurate picture of issue needing to be addressed, and from which targets can be set.</p> <p>Above report to contain known provision and providers</p> <p>Investigate existing research to identify possible delivery methods</p> <p>Consult with targeted Young People to decide provision type – separated or included</p> <p>Mainstream supported work – to include devolving ACEC funded work to core business.</p> <p>Work towards specialist provision in at least one centre in each area and inclusive provision responding to local community.</p> <p>Develop training aimed at raising profile of, and confidence in working with, young people with disability.</p> <p>Consider alternative methods of promoting programmes to ensure accessible to all young people</p>	<p>Peter Lovelock</p> <p>Peter Lovelock</p> <p>Peter Lovelock</p> <p>Peter Lovelock</p> <p>Peter Lovelock</p> <p>Peter Hatcher</p> <p>Area Officers</p> <p>Shinderpaul Bhargal</p> <p>Peter Lovelock</p>	<p>03/06</p> <p>03/06</p> <p>01/06</p> <p>01/06</p> <p>03/06</p> <p>09/06</p> <p>09/06</p> <p>09/06</p>	<p>Report produced</p> <p>Audit of provision included in report</p> <p>3 “most likely” to work delivery methods identified</p> <p>Discussions held</p> <p>Budget identified within core budgets</p> <p>Provision being delivered in every area</p> <p>Training delivered and staff increase in staff confidence</p> <p>Range of promotional materials available</p>	<p>Time</p> <p>Time</p> <p>Time</p> <p>Time +£3,000 for meetings and transport</p> <p>Existing resource providing ACEC funds remain in the service</p> <p>£36,000</p> <p>time + £5,000 for trainer and venues</p> <p>Time + £8,000 for materials</p> <p>£52,000</p>	

Objective 4: Take steps to ensure that staff are appropriately qualified

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
4a) Too many unqualified part-time youth workers.	Produce staff list identifying qualifications of all pt youth work staff and average length of employment.	Shinderpaul Bhangal	12/05	List produced with benchmark of length of service	Time and reprioritisation	
<i>Outcome: Proportion of unqualified to qualified youth work staff reduces to 60% of staff qualified by 2008.</i>	Ensure contractual obligation of pt staff undertaking appropriate training is enforced.	Area Officers	12/05	Staff aware of need to undertake qualification training.	Time + likely £20,000 for increase in trainee costs	
	Ensure annual SPRS meeting includes strategy and time scale to ensure achievement of relevant qualification.	Area Officers	12/05	Staff identified as not having relevant training have individual SPRS identifying route to achievement.	Existing resource	
	Produce report of last 2 qualification training courses to establish those completing, those leaving course, reasons, etc.	Shinderpaul Bhangal	10/05	Service aware and taking action on outcome of reasons why staff do not complete qualification training.	Existing Resource	
	Explore reasons for staff leaving and introduce improved methods for retaining staff.	Shinderpaul Bhangal	12/05	Staff remain employed by service for greater length of time.	Time	
	Review training opportunities to enable greater flexibility – possibly an accredited learning system where one off training is linked through a points system	Shinderpaul Bhangal	12/05	Modular approach to qualification results in greater uptake and increased levels of staff with qualification.	Time and reprioritisation	

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
4a) continued	Produce revised Job Descriptions for part time staff and link to progression through pay for developing greater competencies. Explore alternative methods for recruiting youth work staff	Peter Hatcher Peter Hatcher	10/05 03/06	Job descriptions for new starters identify methods to achieve higher reward and linked to training to demonstrate competence and therefore confidence Alternatives identified - Possibly encouraging FE Colleges to offer Youth Work Courses and/or developing apprenticeship scheme.	Existing resources Time £20,000	
4b) Unrealistic expectations of unqualified and inexperienced youth workers. <i>Outcome: Inexperienced staff work alongside experienced staff in 70% of all youth work sessions rising to 95% by end of 2006.</i>	Produce revised job descriptions setting out realistic expectations (link 4a). Develop competence based assessment for progression of staff through relevant roles and responsibilities (link 4a) Ensure induction process followed for all new employees and culminating in a 6 month report setting out route to qualification (if appropriate) Introduce NVQ level 3 training to enable workers in Charge to gain skills in managing and supporting staff Review full time staff deployment and expectations to increase presence in priority youth work delivery sessions	Peter Hatcher Peter Hatcher / Shinderpaul Bhargal Area Officers Shinderpaul Bhargal Peter Hatcher	10/05 01/06 12/05 01/06 dependent on Strategic Review	New Job Descriptions used for all appointments Competencies based on NVQ levels 1,2 and 3 used for assessment of relevant JD. New staff clear about performance and supported through identified training route. Revised staff structure of service produced and used for any new service deployment staff Full time staff present at 75% of maintained youth work provision	Existing resource Time and reprioritisation Existing resource Time + £10,000 for additional course costs Time and reprioritisation £10,000	

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
<p>4c) Retention rates of pt staff appear low.</p> <p><i>Outcome: The average length of service for pt staff increases year on year to reach 2.5 years by 2008.</i></p>	<p>Review previous 2 years NVQ training course cohorts to gain accurate information about completion rates, destinations, and if left service why (link 4a).</p> <p>Investigate reasons for other pt staff ,not included in the above, leaving</p> <p>Develop strategy to address outcome of above</p> <p>Consider implementing contractual expectation of staying in employment for a period of time after gaining qualification or refunding part of cost and/or bonus for staying.</p> <p>Improve Induction and probation periods as described above (4b)</p>	<p>Shinderpaul Bhangaal</p> <p>Shinderpaul Bhangaal</p> <p>Peter Hatcher</p> <p>Peter Hatcher</p> <p>Area Officers</p>	<p>10/05</p> <p>10/05</p> <p>09/06</p> <p>10/05</p>	<p>Report produced, clarity of reasons participants not completed</p> <p>Report produced with clarity about reasons for staff leaving</p> <p>Pt Staff remain in employment of Service for significantly longer periods.</p> <p>Clarity of expectation of staff on commencing significant training</p> <p>Pt Staff remain in employment of Service for significantly longer periods</p>	<p>Included previously</p> <p>Time and reprioritisation</p> <p>Time and reprioritisation</p> <p>Existing resource</p> <p>Existing resource</p>	

Objective 5: Improve the effectiveness of quality assurance procedures

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
5a) Insufficient monitoring and evaluation of young peoples' learning and skills development. <i>Outcome: QA processes evidence the progress of young people's learning and development.</i>	Develop and implement recorded outcomes process linked to the curriculum (link to 1a) Ensure QA Peer Observers look critically at young peoples achievements, targets and learning outcomes, Review requirement of documentation to be submitted prior to QA visit to include evidence of measurement of yp development Increase number of staff completing Observation training Increase targets for observing maintained youth work delivery	Robert Townsend Nick Francois Nick Francois Nick Francois Nick Francois	12/05 12/05 12/05 10/05 12/05	Recorded outcomes measured QA reports contain specific information on yp achievement with comments for improvement Revised framework produced and implemented, Third of ft staff completed observation training All delivery observed at least once each 2 years	Included previously Existing resource Existing resources Time + £8,000 For additional training As above £8,000	
5b) Under-developed management of partnership work.	Ensure revised letters and expectations of voluntary sector organisations receiving grants are implemented. Review effectiveness of funded organisations in meeting service priorities. Revise SLA with WC/VYS to ensure clarity of role in supporting Voluntary sector to meet QA expectations.	Area Officers / Nick Francois Area Officers & Peter Hatcher Peter Hatcher & Mike Bunn	12/05 12/05 11/05	Funded organisations complete all required returns Effectiveness of grant giving system measured New SLA in place	Existing resources Existing resources Existing resources	

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
5b) continued <i>Outcome: Agreements implemented that result in clarity of expectation and information sharing.</i>	Work with WCVYS to develop new post to support capacity of voluntary sector to respond to QA requirements Consider the implications of implementing commissioning arrangements for all grant above £250	Mike Bunn & Peter Hatcher Peter Hatcher	12/05 12/05	Post holder supporting organisations that are able to respond to SLA requirements Strategic Review of Services for Young People take account of effectiveness of Service arrangements and outcome of evaluation of Service processes	Time Time	
5c) Insufficient performance management. <i>Outcome: Relevant, accurate and timely performance information available as required by all managers by 09/2006.</i>	Increase targets for observing maintained youth work delivery through full QA Inspection (link to 5a) Increase observations by area officers and senior workers Ensure targets set by the service are measured and reports produced.	Nick Francois Nick Francois & Area Officers All Officers	12/05 12/06 onwards 12/05 onwards	All delivery projects/units observed at least once each 2 years All youth work staff observed at least once each 2 years Accurate reports produced and used by staff. Clarity in achievement and areas to develop.	Included previously Reprioritisation £20,000 to support MIS through increase of staff to reflect increase in volume of work £20,000	

Objective 6: Fund the youth service adequately and monitor its efficiency and effectiveness

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
<p>6a) Low level of funding for the youth service.</p> <p><i>Outcome: Spend on youth service increases.</i></p>	<p>Ensure Cabinet, Overview & Scrutiny Committee, members and officers as appropriate have information to ensure decision makers aware of issues and benchmarked against other comparative authorities.</p>	Peter Hatcher	10/05	Decision makers recognize low level of funding and decide action as required	<p>Up to £1,000,000 – the difference between expenditure and sub block allocation</p> <p>Up to £1,000,000</p>	
<p>6b) Unreliable measurement of the service's reach and consequently unreliable benchmarking.</p> <p><i>Outcome: Reports on reach reflect work that relies upon service funding.</i></p>	<p>Review criteria through which funded work is included within Service returns</p> <p>Review data collection of voluntary sector information relating to "reach"</p>	<p>Peter Hatcher</p> <p>Peter Hatcher</p>	<p>12/05</p> <p>12/05</p>	<p>Service clear about work that constitutes service delivery</p> <p>Confidence in bench marking reports.</p>	<p>Time and reprioritisation</p> <p>Time and reprioritisation</p>	

<p>Financial Overview of Action Plan</p>	<p>Direct Financial Cost of achieving Action Plan activity as identified above</p> <p>Continuation of existing funding of revised Signposting Choice strategy</p> <p>Assume above funded, remaining shortfall to meet government target.</p>	<p>£333,000</p> <p>£135,000</p> <p>£550,000</p> <p>A number of development bids have been submitted to identify use of such funding if available.</p>
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Peter Hatcher
Principal Youth and Community Service Officer

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