

## AGENDA MANAGEMENT SHEET

**Name of Committee**                      **Children, Young People and Families Overview and Scrutiny Committee**

**Date of Committee**                      **14<sup>th</sup> September 2006**

**Report Title**                                **Progress report on the Action Plan arising from Ofsted Inspection of Youth Service, May 2005**

**Summary**                                      This report updates Members on progress against the Action Plan presented to Cabinet in October 2005. It identifies good progress against the significant majority of actions.

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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**

- Ofsted Inspection Report of Warwickshire Youth Services 23-27<sup>th</sup> May 2005
- Children and Young People Overview and Scrutiny Committee report 22.9.05
- Cabinet reports 8.9.05 and 6.10.05

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

Other Committees                      ☐ .....

Local Member(s)                      ☐ .....

- |                                 |                                                                                                                                                                                                                                                                                        |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Other Elected Members           | <input checked="" type="checkbox"/> Cllr Helen McCarthy – “no comment”<br>Cllr Katherine King (vice Cllr Richard Grant) – “no comment other than to note the report which I hope will be scrutinised and discussed fully at the Committee meeting”<br>Cllr Jill Dill-Russell – “noted” |
| Cabinet Member                  | <input checked="" type="checkbox"/> For information:<br>Cllr Izzi Seccombe – “approve for O&S”                                                                                                                                                                                         |
| Other Cabinet Members consulted | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| Chief Executive                 | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| Legal                           | <input checked="" type="checkbox"/> Victoria Gould – comments incorporated in the report                                                                                                                                                                                               |
| Finance                         | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| Other Strategic Directors       | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| District Councils               | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| Health Authority                | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| Police                          | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |
| Other Bodies/Individuals        | <input type="checkbox"/> .....                                                                                                                                                                                                                                                         |

**FINAL DECISION** **NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

- |                                         |                                |
|-----------------------------------------|--------------------------------|
| Further consideration by this Committee | <input type="checkbox"/> ..... |
| To Council                              | <input type="checkbox"/> ..... |
| To Cabinet                              | <input type="checkbox"/> ..... |
| To an O & S Committee                   | <input type="checkbox"/> ..... |
| To an Area Committee                    | <input type="checkbox"/> ..... |
| Further Consultation                    | <input type="checkbox"/> ..... |

**Children, Young People and Families Overview and  
Scrutiny Committee – 14<sup>th</sup> September 2006**

**Update on the Action Plan arising from Ofsted Inspection  
of Youth Service, May 2005**

**Report of the Strategic Director for Children,  
Young People and Families**

**Recommendation:**

That the Committee consider and comment on progress against actions identified in the Action Plan presented to Cabinet in October 2005 produced following the Ofsted Inspection of the Youth Service.

**1. Background and introduction**

- 1.1 Following an Ofsted Inspection of a 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.
- 1.2 Ofsted Inspectors concluded “Warwickshire Youth Service provides an adequate service which represents satisfactory value for money”. This was set against a background of comparatively low funding of the Youth Service in Warwickshire, though this has been increasing recently. A high level, approximately half, of the previous Ofsted Inspection report concluded that there was unsatisfactory Youth Service delivery. Warwickshire’s latest report represents a satisfactory outcome while giving a basis for future improvement. It also reflects the high level of commitment and quality of work by all staff.

**2. The Action Plan**

- 2.1 The Ofsted Inspection Report recommendations are the Objectives in the Action Plan and each objective has areas for development. An overall outcome was identified for each development with specific actions identified that enable the Service to achieve and monitor progress.

- 2.2 Realistic, and at the same time challenging, timescales are set to achieve the actions. The Youth and Community Service Plan 2003/06 had considerable commitments and this was updated in March 2005 to maintain the quality of existing work that needed to be taken account of alongside this specific action plan.
- 2.3 The Action Plan is 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.
- 2.3.1 The Ofsted Action Plan presented to Cabinet contained costed out actions. Following budget bids in line with Council procedures the County Council approved an increase of £340,000 in the 2006/07 Youth and Community service budget to address these actions. These increases have enabled significant progress to be made to address the areas for development identified in the Action Plan.
- 2.3.2 Attached as **Appendix A** is an update of the Ofsted Action Plan with a progress column included on the right-hand side.

### **3. Overview of progress**

- 3.1 Progress against expected outcomes has been generally very good with significant areas of work now embedded within service delivery. In the main the progress column includes the majority of "complete" statements.
- 3.2 Within the Area for Development at 2c ('unsatisfactory access to information and advice') "continuation of funding £135,000" is referred to. "Signposting Choice" is a WCC information and advice strategy initially developed in 1999 under the Policy for Young People by the Children and Young Persons' joint funding arrangements through the former Chief Executive's Department. The budget bid for continued funding of the Signposting Choice strategy was not successful though the Service has tried to ensure that an infrastructure can continue within the voluntary sector. Government guidance is awaited within "Youth Matters, Next Steps" on the role of youth services in this area of work. In the meantime the Service has developed a strategy for information sharing that should be available through youth centres and this will be implemented over the coming months.
- 3.3 The other significant area that has slipped behind timescale is developing work with disabled young people (3d). This is due to long-term sickness of the Lead Officer. This work has now been picked up by another colleague and the Service expects progress to be made by the start of the next financial year.
- 3.4 Within progress there have been some excellent successes. The work of the Service in developing accredited routes has been recognised at a national level as has the work with engaging young people in real decision making.

#### **4. Conclusion**

The Ofsted Action Plan sets out a challenging path to achieve progress against the recommendations of the Ofsted Report. The Youth and Community Service is committed to making progress in all areas recognising the need to make best use of the resources provided through the budget bids. Significant progress can be demonstrated against each objective and appropriate contingencies have been put in place where there have been difficulties in achieving timescales. All actions will be achieved.

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1<sup>st</sup> September 2006

## 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
<p>1a) Young people, especially the more able, are insufficiently challenged to reach their potential .</p> <p><i>Outcome: Individual young people are following the appropriate level of accreditation and achieving success.</i></p>	Ensure staff have adequate information regarding accreditation, progression routes and pathways	Robert Townsend	04/06	Information produced and briefings delivered.	Time and reprioritisation	<p><b>Complete</b></p> <p>Staff day 7/4/06 launched variety of approaches including training package delivered to local teams of youth workers.</p> <p>Learning plans with young people regularly evidence journey undertaken</p> <p>Range of accredited routes more commonplace including higher level awards through ASDAN. Warwickshire now held as model of good practice by ASDAN in developing partnership work - including schools</p>
	Provide training on the use of the curriculum linked to learning outcomes and progression for Young People.	Shinderpaul Bhangal & Robert Townsend	09/06	Staff offer appropriate options observed through QA processes.	Time and reprioritisation	
	Identify appropriate assessment processes to assist staff to choose relevant curriculum area and accreditation	Robert Townsend	04/06	Assessment processes identified and circulated to staff.	Time and reprioritisation	
	Develop individual learning plans for young people involved in targeted provision.	Robert Townsend	09/06	Individual learning plans used in targeted provision in the service	£5,000 development costs (meetings, training etc.) + time	
	Consider introducing aspiration targets for more able young people	Robert Townsend	09/06	Improved use of appropriate accreditation options observed through QA processes	Time and reprioritisation	
	Obtain ASDAN* recognition for "Challenge Award"	Robert Townsend	09/06	ASDAN recognition gained and used	£10,000 (training, printing and registration fees) + time	
					<b>£15,000</b>	

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

## Review August 2006

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
<p>1b) Young people rarely plan or lead youth work sessions themselves.</p> <p><i>Outcome: Young people plan and lead 10% of youth work sessions by 2006 rising to 25% by 2008.</i></p>	Deliver training for staff to enable the involvement of young people in the planning, delivery and evaluation of youth work (link to 1a).	Shinderpaul Bhargal	09/06 <b>Revised 03/7</b>	Training developed and delivered	Time and reprioritisation	<p>Some slippage on this priority due to unplanned work to develop and support Youth Opportunity Fund processes</p> <p><b>Complete</b> - Web based only. Examples included</p> <p><b>Complete,</b> Publication produced April 06</p> <p>Part of multi agency "Leonardo" bid to develop young youth workers. Initial bid just failed, looking into alternative approaches.</p>
	Develop a Young Leader role to plan and lead small groups to deliver the youth work curriculum	Robert Townsend	09/06 <b>Revised 03/7</b>	Young leader "Award" developed and delivered to young people	£5,000 (venues, pt staff, resource production) + time	
	Ensure examples of young people taking the lead in annual "Best Practice" publication.	Nick Francois	10/05	Best practice report includes at least 4 examples of young people taking the lead in delivering programmes.	existing resource	
	Ensure section within new publication "Participation and Involving young people - Best Practice and Toolkit"	Peter Hatcher	09/06	"Participation and Involving young people - Best Practice and Toolkit" produced and circulated.	Time and reprioritisation	
	Explore possibility of introducing youth work apprenticeship (or similar)	Peter Hatcher	09/06 <b>Revised 06/7</b>	New routes for young people To become involved in youth work are identified.	Time + £30,000 for salary cost of 2 apprentices <b>£35,000</b>	
<p>1c) Too many session plans focus on activities and methods rather than on outcomes for young people.</p> <p><i>Outcomes for young people clearly evidenced in QA process and evaluations.</i></p>	Deliver training for part time staff regarding programme design and delivery using the Curriculum.	Shinderpaul Bhargal	04/06	Part time staff take part in relevant training	Time and reprioritisation	<p><b>Complete</b> and ongoing, programme devised and in menu of training provided</p> <p>Revised forms in use</p> <p>Targeted work included learning plans</p>
	Redesign session planning and evaluation (Green & Yellow) forms that enables young persons needs to be central to the program plan	Robert Townsend	01/06	Forms redesigned and used appropriately	Existing resource	
	Ensure individual learning plans for targeted provision are introduced and supported by assessment training (link 1a)	Robert Townsend	09/06	Individual learning plans introduced and used for programme planning.	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
<p>2a) Insufficient involvement of young people in developing and evaluating the curriculum.</p> <p><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.	Area Officers	11/05	Young people involved in area event session and comment on curriculum	Existing resource	<p><b>Complete and ongoing</b> Opportunities offered, need to embed in ongoing work Plans respond to local need identified with young people.</p> <p>Part of QA observation</p> <p>Young people involved in design and method,. Report to County Youth Panel</p> <p>Included in publication</p>
	Ensure key outcomes from above are reflected in Area and Unit plans.	Area Officers	03/06	Outcomes from area events influence area and unit plans.	Existing resource	
	Increase the number of session planning & evaluation forms that include young people comments and evidence of involvement	Area Officers	05/06	Young people's comments and ideas included in 50% of planning and evaluation forms	Existing resource	
	Ensure young people are involved in the development and interrogation of the user survey – in both their preparation and results.	Peter Hatcher	10/05	County Youth Panel approve survey and comment upon results	Time + £1,000 for additional meetings with young people	
	Ensure section within new publication "Participation and Involving young people - Best Practice and Toolkit"	Peter Hatcher	06/06	Examples of good practice included within new publication	Time and reprioritisation +£5,000 for production costs. <b>£6,000</b>	
2b) Young people rarely plan or lead youth work sessions themselves.	See 1b					



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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	Peter Hatcher with Mike Bunn	12/05	Strategy written and presented to appropriate decision-making body.	Time + continuation of funding (£135,000)	Strategy reviewed and subject of budget bid and YSS developments*
	Provide guidance to all Youth Centres for basic requirements for providing and updating information to users.	Ian Mclean	12/05	Guidance produced, circulated to Centre staff, and implemented.	Time + £5,000 for display equipment and materials	<b>Complete</b> Strategy paper presented to Management Team March 06 for implementation Sept 06. Information will be available through all youth centres.  Linked to above
	Raise awareness of, and confidence in staff to use, web based information for young people.	Peter Hatcher	03/06	Web based sites used by young people and staff to access information	Time + £7000 For training and support	
	Include within Curriculum Resource File links to sources of information and advice for young people	Robert Townsend	10/05	Resource File includes appropriate links	Existing resource  <div style="border: 1px solid black; padding: 2px; display: inline-block;">£12,000</div> + <b>£135,000</b> continued funding	

**\*N.B: Budget bid unsuccessful. Some funding identified to ensure essential continuation of funded organisations whilst awaiting strategy regarding links with IAG within “Youth Matters” related legislation.**

### 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: By 2008 at least 20% of all youth work sessions recorded as "Anti-Oppressive Practice" core of the Curriculum.</i></p>	Deliver training on the curriculum to enable better choice / judgments between the curriculum areas.(link with 1a)	Shinderpaul Bhangal	04/06	QA observations identify equal spread of curriculum areas in practice. Annual Audit of planning and evaluation forms reflect balance	Included previously	Some improvement in balance of curriculum delivery. Needs continued monitoring
	Ensure annual Best Practice report includes examples from each area of appropriate work through the curriculum (link with 1b).	Nick Francois	10/05	Best practice report includes minimum of 5 examples of good practice linked to equality, inclusion and diversity.	Included previously	<b>Complete</b> Web based only. Examples included
	Include within Youth Work Curriculum Resource File relevant examples of Curriculum opportunities (link with 2c)	Robert Townsend	10/05	Curriculum Resource File includes good balance of useful examples	Included previously	Examples included
<p>3b) Insufficient prioritisation of inclusion and diversity.</p> <p><i>Outcome: Service meets targets for work with wider range of young people identified as priority groups in the Service Plan.</i></p>	Reconvene the "Widening Participation group" to ensure relevant knowledge and expertise involved in service planning/target setting	Nick Francois	Immediate + 03/06 for evaluation <b>Revise 02/07</b>	Widening Participation group meets on a regular basis and advises / monitors service on performance.	Existing resources	Group reconvened and Action Plan produced. Some delay in delivering full strategy with measurable targets for increasing work with BME YP
	Produce an Action plan that includes specific targets on reach and set targets on curriculum delivery in relation to anti oppressive practice	Nick Francois	10/05 <b>Revise 02/07</b>	Action Plan produced with measurable outcomes.	Existing resources	
	Include within future Service Plan a specific objective - anti-oppressive practice and inclusion	Peter Hatcher	03/06	Service Plan includes specific objective	Existing resources	<b>Complete</b> Objective in Plan
	Identify specific targets for inclusion in area plans.	Area Officers	03/06	Targets set and monitored	Existing resources	Targets in area and unit plans

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
3b) continued	Produce guidance on anti oppressive practice to assist provision involving predominantly "white" young people to eradicate racism from the work.	Nick Francois	12/05	Session recording forms identify relevant programmes and young people's evaluation.	Existing resources	<b>Complete</b> Part of youth work curriculum
	Promote recording of racist incidents methods throughout the Service	Nick Francois	01/06	Service records racist incidents	Time and reprioritisation	Process introduced
	Produce a policy on the service working with young people using drugs In line with "dealing with sensitive issues"	Ian McLean	04/06	Service staff clear about guidelines and confident in working with relevant young people.	Time + £5,000 For convening development meetings and production of materials <b>£5,000</b>	<b>Complete</b> draft produced
3c) Little differentiation of models of delivery to meet the needs of different types of area.  <i>Outcome: Young people across the county receive opportunities for involvement through service delivery.</i>	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	Mohamed Jamil & Robert McCluskey	03/06 <b>Revised to 10/06</b>	Rural strategy produced and presented to appropriate body for agreement.	Time and reprioritisation for strategy, £150,000 for mobile resource and staff + to deliver	Slight slippage, 4 <sup>th</sup> draft in circulation for comment prior to consultation with partners. Likely to result in purchase of specialist vehicles
	Ensure Best Practice Guide and Curriculum Resource File includes range of different delivery methods (links with 1b, 2c and 3a).	Nick Francois & Robert Townsend	10/05	Best Practice Guide and Curriculum Resource File includes range of different delivery methods.	Included previously	<b>Complete</b> Both reflect different good examples
	Review delivery methods in each area to meet the needs of priority target groups.	Area Officers	03/06	Range of appropriate methods deployed.	Existing resource	In plans
	Review recruitment methods to ensure greater reflection of priority groups in the workforce.	Peter Hatcher	03/06	Workforce reflects priority target groups	Existing resource <b>£150,000</b>	Areas use different methods and have recently been very successful in recruitment

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Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
3d) Insufficient provision to meet the needs of young people with disabilities.  <i>Outcome: Provision for young people with disabilities developed in each area of the County by April 2007.</i>	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.	Peter Lovelock	03/06  <b>All dates revised by 6 months.</b>	Report produced	Time	<b>Some delay due to absence from work of lead officer</b>
	Above report to contain known provision and providers	Peter Lovelock	03/06	Audit of provision included in report	Time	
	Investigate existing research to identify possible delivery methods	Peter Lovelock	01/06	3 "most likely" to work delivery methods identified	Time	Specialist appointment in Warwick area to develop good models of practice
	Consult with targeted Young People to decide provision type – separated or included	Peter Lovelock	01/06	Discussions held	Time +£3,000 for meetings and transport	
	Mainstream supported work – to include devolving ACEC funded work to core business.	Peter Hatcher	03/06	Budget identified within core budgets	Existing resource providing ACEC funds remain in the service	Issue highlighted within Strategic review
	Work towards specialist provision in at least one centre in each area and inclusive provision responding to local community.	Area Officers	09/06	Provision being delivered in every area	£36,000	On track subject to finance
	Develop training aimed at raising profile of, and confidence in working with, young people with disability.	Shinderpaul Bhangal	09/06	Training delivered and staff increase in staff confidence	time + £5,000 for trainer and venues	On track
	Consider alternative methods of promoting programmes to ensure accessible to all young people	Peter Lovelock	09/06	Range of promotional materials available	Time + £8,000 for materials	On track
					<b>£52,000</b>	

# **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
<p>4a) Too many unqualified part-time youth workers.</p> <p><i>Outcome: Proportion of unqualified to qualified youth work staff reduces to 60% of staff qualified by 2008.</i></p>	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	<b>All actions complete and ongoing</b> Information on staff data base
	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	New contracts have been produced for distribution April 06
	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	Implemented
	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	Report produced
	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	Report produced
	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	Training through NVQ revised to include modular approach over longer period

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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.	Peter Hatcher	10/05 <b>revise to 09/06</b>	Job descriptions for new starters identify methods to achieve higher reward and linked to training to demonstrate competence and therefore confidence	Existing resources	Delay due to longer than anticipated agreement of new JNC, work significantly progressed
	Explore alternative methods for recruiting youth work staff	Peter Hatcher	03/06	Alternatives identified - Possibly encouraging FE Colleges to offer Youth Work Courses and/or developing apprenticeship scheme.	Time  <b>£20,000</b>	Use of "Career Guide", exploring apprenticeships with Leonardo bid, young Leader Award, use of imaginative roles
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).	Peter Hatcher	10/05 revise to 04/06	Job Descriptions used for all appointments	Existing resource	Delay due to longer than anticipated agreement of new JNC
	Develop competence based assessment for progression of staff through relevant roles and responsibilities (link 4a)	Peter Hatcher / Shinderpaul Bhargal	01/06 revise to 04/06	Competencies based on NVQ levels 1,2 and 3 used for assessment of relevant JD.	Time and reprioritisation	New Induction process for PT staff implemented <b>Complete</b> Included in new NVQ training from October 05
	Ensure Induction process followed for all new employees and culminating in a 6 month report setting out route to qualification (if appropriate)	Area Officers	12/05	New staff clear about performance and supported through identified training route.	Existing resource	
	Introduce NVQ level 3 training to enable workers in Charge to gain skills in managing and supporting staff	Shinderpaul Bhargal	01/06 <b>revised to 11/06</b>	Revised staff structure of service produced and used for any new service deployment staff	Time + £10,000 for additional course costs	<i>Included within structure proposals May 2004</i>
	Review full time staff deployment and expectations to increase presence in priority youth work delivery sessions	Peter Hatcher	dependent on Strategic Review	Full time staff present at 75% of maintained youth work provision	Time and reprioritisation  <b>£10,000</b>	<i>Implementation subject to new service</i>

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>	Review previous 2 years NVQ training course cohorts to gain accurate information about completion rates, destinations, and if left service why (link 4a).	Shinderpaul Bhangal	10/05	Report produced, clarity of reasons participants not completed	Included previously	<b>Complete</b> Report produced. Shows many reasons for staff leaving
	Investigate reasons for other pt staff ,not included in the above, leaving	Shinderpaul Bhangal	10/05	Report produced with clarity about reasons for staff leaving	Time and reprioritisation	Informal discussions show variety of reasons. Lack of support, work not as expected being main 2
	Develop strategy to address outcome of above	Peter Hatcher	09/06	Pt Staff remain in employment of Service for significantly longer periods.	Time and reprioritisation	
	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.	Peter Hatcher	10/05	Clarity of expectation of staff on commencing significant training	Existing resource	Not viable for pt staff, is requirement for ft staff
	Improve Induction and probation periods as described above (4b)	Area Officers		Pt Staff remain in employment of Service for significantly longer periods	Existing resource	New process for pt staff, all staff aware of need to improve support/direction during induction period

## Objective 5: Improve the effectiveness of quality assurance procedures

Area for Development and Outcome	Action	Lead Person	Deadline	Measure of success	Resource implication	Progress
<p>5a) Insufficient monitoring and evaluation of young peoples' learning and skills development.</p> <p><i>Outcome: QA processes evidence the progress of young people's learning and development.</i></p>	Develop and implement recorded outcomes process linked to the curriculum (link to 1a)	Robert Townsend	12/05	Recorded outcomes measured	Included previously	<b>All Complete and ongoing</b> New process piloted
	Ensure QA Peer Observers look critically at young peoples achievements, targets and learning outcomes,	Nick Francois	12/05	QA reports contain specific information on YP achievement with comments for improvement	Existing resource	Revised process implemented
	Review requirement of documentation to be submitted prior to QA visit to include evidence of measurement of YP development	Nick Francois	12/05	Revised framework produced and implemented,	Existing resources	Framework reviewed and revised
	Increase number of staff completing Observation training	Nick Francois	10/05	Third of ft staff completed observation training	Time + £8,000 For additional training	Training promoted to all staff, third now trained and involved
	Increase targets for observing maintained youth work delivery	Nick Francois	12/05	All delivery observed at least once each 2 years	As above <b>£8,000</b>	Targets increased
<p>5b) Under-developed management of partnership work.</p>	Ensure revised letters and expectations of voluntary sector organisations receiving grants are implemented.	Area Officers / Nick Francois	12/05	Funded organisations complete all required returns	Existing resources	<b>Complete</b> New letters issued and used
	Review effectiveness of funded organisations in meeting service priorities.	Area Officers & Peter Hatcher	12/05 revise 04/06	Effectiveness of grant giving system measured	Existing resources	Grant system being revised. ACECs no longer from 04/06
	Revise SLA with WCVYS to ensure clarity of role in supporting Voluntary sector to meet QA expectations.	Peter Hatcher & Mike Bunn	11/05 revise 04/06	New SLA in place	Existing resources	2006/07 holding year whilst awaiting new service



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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 revise 04/07	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	<b>Some slippage.</b> Initially Postponed due to TYWPIF announcement, post now revised to 2 year fixed term  Dependent on outcomes of ACEC funding review
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  <b>£20,000</b>	<b>Complete and ongoing</b> Targets increased  All officers undertaking 3 per "term"  Reports produced quarterly Needs improved system to obtain better reports at more efficient method. Hope to purchase by 12/06

**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
6a) Low level of funding for the youth service.  <i>Outcome: Spend on youth service increases.</i>	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.	Peter Hatcher	10/05	Decision makers recognize low level of funding and decide action as required	Up to £1,000,000 – the difference between expenditure and sub block allocation  <b>Up to £1,000,000</b>	<b>Good progress</b> This costed plan presented to O&S and Cabinet.  Ofsted Action Plan funded (340K) + Camp Hill project (approx 100K youth work)
6b) Unreliable measurement of the service's reach and consequently unreliable benchmarking.  <i>Outcome: Reports on reach reflect work that relies upon service funding.</i>	Review criteria through which funded work is included within Service returns  Review data collection of voluntary sector information relating to "reach"	Peter Hatcher  Peter Hatcher	12/05 revise 06/06  12/05 revise 03/06	Service clear about work that constitutes service delivery  Confidence in bench marking reports.	Time and reprioritisation  Time and reprioritisation	Awaiting outcome of strategic review and "Youth Matters" to provide a framework in which this work can usefully take place. All significant Service funded work now complete data returns similar to maintained work and therefore included..

Peter Hatcher  
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