AGENDA MANAGEMENT SHEET

Name of Committee	**Children, Young People and Families Overview and Scrutiny Committee**
Date of Committee	**23rd January 2008**
Report Title	**Final report on outstanding items from the Action Plan arising from Ofsted Inspection of Youth Service, May 2005**

Summary

This report updates Members on progress against the outstanding items of the Action Plan presented to this Committee on 14th September 2006. It identifies progress against the Widening Participation and Rural Youth Work developments.

For further information please contact:

Peter Hatcher
County Youth and Community Officer
Tel: 01926 742485
peterhatcher@warwickshire.gov.uk

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, 23rd-27th May 2005
- Cabinet report 20.10.05
- Children, Young People and Families O&S Committee reports 14.9.06 and 14.12.06

CONSULTATION ALREADY UNDERTAKEN: Details to be specified

Other Committees   ☐   ……………………………………………………..

Local Member(s)   ☐   ……………………………………………………..

Other Elected Members	☒	For information:
		Cllr Heather Timms
		Cllr Richard Grant
		Cllr John Whitehouse
Cabinet Member	☒	For information:
		Cllr Izzi Seccombe
Other Cabinet Members consulted	☐	…………………………………………………………..
Chief Executive	☐	…………………………………………………………..
Legal	☒	Victoria Gould
Finance	☐	…………………………………………………………..
Other Strategic Directors	☐	…………………………………………………………..
District Councils	☐	…………………………………………………………..
Health Authority	☐	…………………………………………………………..
Police	☐	…………………………………………………………..
Other Bodies/Individuals	☒	Michelle McHugh, Scrutiny Officer

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	☐	…………………………………………………………

Warwickshire
County Council

Children, Young People and Families Overview and Scrutiny Committee – 23rd January 2008

Final report on outstanding items from 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 Overview and Scrutiny Committee consider and comment on the final report from the 2005 Youth Service Ofsted Inspection Action Plan.

---

1.   Background and introduction

1.1   Following the 2005 Ofsted inspection of the Youth Service an Action Plan was produced setting out how the Authority will respond to the recommendations contained in the Inspection Report.

1.2   The Action Plan was presented to Cabinet in October 2005 and a progress report presented to this Committee at its meeting of 14th September 2006. The Committee endorsed the significant progress reported against the Action Plan and asked for a written report to be presented at the 16th December 2006 meeting on those actions not completed.

1.3   The actions identified were as follows:

>   (i)   3b – Insufficient prioritisation of inclusion and diversity

>   (ii)   3c – Little differentiation of models of delivery to meet the needs of different types of areas

>   (ii)   3d – Insufficient provision to meet the needs of young people with disabilities.

1.4   The Committee "noted the progress against the outstanding actions identified by this Committee following the presentation of the Action Plan at the previous meeting and requested a further report in 12 months to scrutinise the aspirations and progress of the Action Plan, including reasons where areas had gone well or not".

Warwickshire County Council

1.5 The Committee should also note that in this interim period the Youth Service has become an integral part of the Division for Young People through which the 'Youth Offer'; somewhere to go; something to do; and someone to listen underpins all non-formal educational activity. The Targeted Youth Support implementation plan will come to Overview and Scrutiny in the spring of 2008 and this plan will further develop those areas begun through the Youth Service Action Plan.

1.6 The updated Action Plan is included as **Appendix A** to this Report in which the positive progress that has been made by the Youth Service can be evidenced.

2. Progress reports against specifically identified actions

2.1 The top priority went to the on-going management and maintenance of the Service and remodelling structures in the light of the new Directorate, the establishment of the Division for Young People and the 'Youth Matters' White Paper.

2.2 However much work has been achieved. In July 2005 a whole-day staff conference under the title of 'Towards Widening Participation' focused on these three aspects of service delivery. Good practice was shared and local actions to develop the work were agreed. Service approaches to these areas of work were developed and supported. Within the Directorate the Youth Service now leads on Participation and the working towards the Hear by Right national standard.

2.3 **3b – Insufficient prioritisation of inclusion and diversity**

The Youth Service Plan has a full Equality Impact Assessment undertaken on it. Evidence from the Service's management system shows that at least 10% of young people with whom the Service works are of Black and Minority Ethnic heritage. The Service Plan from 2007 onwards has a specific reference and actions to this aspect of work thereby demonstrating its priority. Each project has specific targets – including BME heritage – related to contact with the community it serves. The Division for Young People is developing an inclusion and diversity strategy as part of its targeted youth support building on much of the good practice that has developed within the Youth Service.

2.4 **3c – Little differentiation of models of delivery to meet the needs of different types of areas**

2.4.1 It was reported at the December 2006 meeting that the Service had undertaken significant research into other Authority Youth Service's approaches to meeting the needs of young people living in rural areas. The draft strategy was presented to the Committee and approved.

2.4.2 Two vehicles have been purchased and are in operation, the final design being undertaken in partnership with young people. One vehicle is based in Atherstone in the north of the county and one in Stratford-upon-Avon in the

Warwickshire
County Council

south. Although managed through the area teams the vehicles are seen as a county resource and not only for the areas in which they are based.

2.4.3   Unfortunately, due to reasons outside the Service's control, the vehicles were not available for the majority of the summer when evenings are lighter and warmer and when it was hoped that their profile could be best promoted. However since they became operational in September 2007 they have proved very valuable for delivering youth work in a different way with some communities and groups of young people with whom the Service did not previously work.

2.5   **3d – Insufficient provision to meet the needs of young people with disabilities**

This Action has been progressed through the appointment on a part-time basis of a specialist worker to develop a draft strategy and recommendations that will progress the general agreements reached at the Staff Conference referred to above. Opportunity has been taken to explore the option of at least one Centre in each area delivering specialist work for the area and currently this is the case with the exception being the Rugby area. Discussions took place with prospective partners in summer of 2006 to consider establishing a group at Hill Street Youth and Community Centre; however the need for a specialist group was not supported. Transport continues to be the most significant and costly issue. The addition of another session at Tyler House to meet the needs of disabled young people across the whole of the area has been supported as has provision at Baddesley Ensor for the North Warwickshire area. The strategy with associated actions will be incorporated into the new Service Plan for 2008.

3.   Conclusion

3.1   In general terms significant progress has been made in achieving the outstanding actions identified at the December 2006 meeting alongside the significant changes the Service has had to make in the light of Youth Matters White Paper, the Youth Offer and Targeted Youth Support. Future development of Youth Work will reflect both the generic Youth Offer of equal opportunity for all whilst also recognising that some young people need targeted work that may be best progressed through specialist roles for staff. It may be that a compromise position is that an identified senior youth worker in each area team has a specialism included within their responsibility so that there is a person who has the accountability. Currently the only specialist roles within the Service relate to 'participation' – this has much to do with volume of work and the need to have identified staff to link with UKMYPs, County and Area forums and through which there can be a local conduit between organisations and the young people.

3.2   The Service is currently finalising its staffing structures under the 'modernisation' programme commenced at the start of 2007. It will be during this process, and taking account of outcomes from the Premises Review also part of the modernisation programme, that final decisions will be made

Warwickshire
County Council

regarding specialist of otherwise roles. Whatever the decision the Service is committed to ensuring it continues to grow and develop work under the broad Objective 3 of the Ofsted Action Plan – "Place greater emphasis on promoting positive attitudes towards equality of opportunity and inclusion" and playing a major role in the delivery of the Youth Offer commitment "to offer all young people in Warwickshire access to somewhere to go, something to do and someone to listen".

3.3   All actions that are within the control of the Youth Service have been met to a greater or lesser extent. We have been unsuccessful in bids to European funds to enable exploration of funding young people directly into youth work routes. However we have worked closely with Coventry University who are now offering a degree course in Youth Work available to those aged 18+. We also continue to explore Apprenticeship approaches for less academically able young people though resources restrict this path at the current time.

3.4   Times change. The impact of those changes can cause the need to amend priority and focus. At the time of the Inspection there was still an Education Department and the structure and system we are now working in was very different. No one in the Service could possibly know what or how the 'Children's Trust' would develop or where the Service would fit within it and therefore the Action Plan took little account of the possible changing environment. There has necessarily had to be a change of emphasis for the Service; that has been to focus on modernising the Service to work effectively within and contribute to the Division for Young People as part of the Children, Young People and Families Directorate. The Youth Service Plan is now embedded in the Children and Young People's Plan and this marks the progress of how youth work is regarded as an integral part of the Directorate's work with young people.

3.5   The Ofsted Action Plan provided an excellent focus for us all to gather our energies and priorities to move the Service forward. This has been successfully achieved with additional resource that has enabled new and improved work to become established. There is still work to do to embed recorded outcomes and accreditation pathways into every youth worker's approach (a national issue) and to involve young people directly in **all** of the Service's decisions. Significant progress has been made with training part-time staff and developing our own NVQ courses. Recruitment and retention of youth workers has been greatly improved. Performance information has taken a great step forward in the past year and 2008 will see the final implementation of a new web-based system that will give all staff access to data relating to those with whom they work. The partnership with the voluntary sector remains a Service strength.

3.6   The Service's next challenge is the modernisation agenda to which reference has been made in this report. Those aspects of the Ofsted Inspection Action Plan identified in this report will remain a focus to take account of as the Service implements revised staff structures and expectations and considers outcomes of the Premises Review.

4. Recommendation

That the Overview and Scrutiny Committee consider and comment on the final report from the 2005 Youth Service Ofsted Inspection Action Plan.

MARION DAVIS
Strategic Director for Children,
Young People and Families

Saltisford Office Park
Ansell Way
Warwick

15th January 2008

Warwickshire
County Council

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	Progress
1a) Young people, especially the more able, are insufficiently challenged to reach their potential. *Outcome:* *Individual young people are following the appropriate level of accreditation and achieving success.*	Ensure staff have adequate information regarding accreditation, progression routes and pathways	Robert Townsend	04/06	Information produced and briefings delivered.	Staff day 7/4/06 launched variety of approaches including training package delivered to local teams of youth workers. Update 06/07 mtg. Learning plans with young people regularly evidence journey undertaken. 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. New MIS has capability of including learning outcomes. ***Challenge remains to embed culture of measuring progress through ALL staff.***
	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.	
	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.	
	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.	
	Consider introducing aspiration targets for more able young people	Robert Townsend	09/06	Improved use of appropriate accreditation options observed through QA processes.	
	Obtain ASDAN* recognition for "Challenge Award"	Robert Townsend	09/06	ASDAN recognition gained and used.	

*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	Progress
1b) Young people rarely plan or lead youth work sessions themselves. *Outcome:* *Young people plan and lead 10% of youth work sessions by 2006 rising to 25% by 2008.*	Deliver training for staff to enable the involvement of young people in the planning, delivery and evaluation of youth work (link to 1a)	Shinderpaul Bhangal	09/06 ***Revised to 03/07***	Training developed and delivered.	Good progress and examples of young people involved in design and delivery of youth work environments and programmes - Camp Hill and Kenilworth two strong examples.
	Develop a Young Leader role to plan and lead small groups to deliver the youth work curriculum	Robert Townsend	09/06 ***Revised to 03/07***	Young leader "Award" developed and delivered to young people.	Increase in young people's delivery of projects and programmes – this especially helped through Youth Opportunity Funding where young people design and apply for grants where often they deliver too.
	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.	
	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.	Best practice report and Toolkit published on Web. ***Not able to measure %.***
	Explore possibility of introducing youth work apprenticeship (or similar)	Peter Hatcher	09/06 ***Revised to 06/07***	New routes for young people To become involved in youth work are identified.	Ongoing - "Leonardo" bid to develop young youth workers resubmitted, exploring young leader training programme with Connexions and apprenticeship routes.
1c) Too many session plans focus on activities and methods rather than on outcomes for young people. *Outcomes for young people clearly evidenced in QA process and evaluations.*	Deliver training for part time staff regarding programme design and delivery using the Curriculum	Shinderpaul Bhangal	04/06	Part time staff take part in relevant training.	This aspect becoming embedded within Service work.
	Redesign session planning and evaluation (Green and Yellow) forms that enables young persons needs to be central to the programme plan	Robert Townsend	01/06	Forms redesigned and used appropriately.	All project work includes identified outcomes. New MIS YouthZone able to include outcomes by young people.
	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.	QA process revised and updated to include new measures identified by Ofsted.

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	Progress
2a) Insufficient involvement of young people in developing and evaluating the curriculum. *Outcome:* *At least 500 Young people consulted annually about the Curriculum Framework in 2006 rising to 1,000 in 2008.*	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.	This area has been significantly improved since Inspection. Increasing numbers of young people involved as part of QA observation and comments included in evaluating sessions (yellow forms).
	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.	
	Increase the number of session planning and 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.	Revised Curriculum to be signed off by young people.
	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.	Young people involved in design and method. Report to County Youth Panel. 2007 survey web based following young people recommendation.
	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.	Included in publication.
2b) Young people rarely plan or lead youth work sessions themselves.	*See 1b above.*				

Warwickshire
County Council

Area for development and Outcome	Action	Lead Person	Deadline	Measure of success	Progress
2c) Unsatisfactory access to information and advice (through youth service). *Outcome:* *75% of young people completing annual survey satisfied with access to information and advice through the youth service rising to 90% by 2008.*	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.	Good progress. 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.	Significantly improved access to and availability of information through youth provision. Information boxes produced with central base for updates (Health Store). All Centres have access to internet from which information can readily be made available.
	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.	
	Include within Curriculum Resource File links to sources of information and advice for young people	Robert Townsend	10/05	Resource File includes appropriate links.	Closer working relationships with Connexions enables improved access to information for young people. Good working relationships with "Respect Yourself Campaign" enables good access to SRE training and advice and information for young people. Rural vehicles now able to provide information to young people living in smaller communities.

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.

Warwickshire County Council

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	Progress
3a) Insufficient promotion of equality, inclusion and diversity through the curriculum. *Outcome:* *By 2008 at least 20% of all youth work sessions recorded as "Anti-Oppressive Practice" core of the Curriculum.*	Deliver training on the curriculum to enable better choice / judgements 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.	This area significantly improved. Improved systems of reporting curriculum delivery enable regular review of Some improvement in balance of curriculum delivery noted.
	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.	Examples included in initial report – updated one will include proportion. Examples included – updated one will too.
	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.	
3b) Insufficient prioritisation of inclusion and diversity. *Outcome:* *Service meets targets for work with wider range of young people identified as priority groups in the Service Plan.*	Reconvene the "Widening Participation group" to ensure relevant knowledge and expertise involved in service planning/target setting	Nick Francois	Immediate + 03/06 for evaluation ***Revised to 02/07***	Widening Participation group meets on a regular basis and advises / monitors service on performance.	***Responsible officer left service – this area incorporated within broad curriculum development and performance management.*** Specific targets relating to local delivery, unique Action in plans, etc., developed.
	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 ***Revised to 02/07***	Action Plan produced with measurable outcomes.	Equality Impact Assessments on new polices ensures proper exploration of issues.
	Include within future Service Plan a specific objective - anti-oppressive practice and inclusion	Peter Hatcher	03/06	Service Plan includes specific objective	Targeted Youth Support provides improved framework to respond to needs of specific groups.
	Identify specific targets for inclusion in area plans	Area Officers	03/06	Targets set and monitored	

Warwickshire County Council

Area for development *and Outcome*	Action	Lead Person	Deadline	Measure of success	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.	Youth zone will provide improved performance management information. ***Reporting mechanism require promoting further.***
	Promote recording of racist incidents methods throughout the Service	Nick Francois	01/06	Service records racist incidents.	Policy group established and Service policy due March 2008.
	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.	
3c) Little differentiation of models of delivery to meet the needs of different types of area. *Outcome:* *Young people across the county receive opportunities for involvement through service delivery.*	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 ***Revised to 10/06***	Rural strategy produced and presented to appropriate body for agreement.	Rural Strategy completed. Two vehicles purchased and in use. Detached and/or outreach teams established in each area for targeted work in communities. Staff allocation looking to ensure project work possible for partnership work with Connexions, Youth offending, etc. Areas use different methods and have recently been very successful in recruitment.
	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.	
	Review delivery methods in each area to meet the needs of priority target groups.	Area Officers	03/06	Range of appropriate methods deployed.	
	Review recruitment methods to ensure greater reflection of priority groups in the workforce.	Peter Hatcher	03/06	Workforce reflects priority target groups.	

Warwickshire County Council

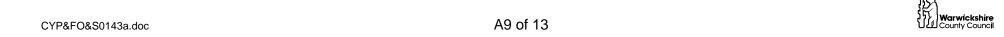| Area for development *and Outcome*	Action	Lead Person	Deadline	Measure of success	Progress
3d) Insufficient provision to meet the needs of young people with disabilities. *Outcome:* *Provision for young people with disabilities developed in each area of the County by April 2007.*	Produce a report containing 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 ***All dates revised by 6 months***.	Report produced.	***Some delay in fully progressing this area due to absence from work of lead officer.*** Specialist appointment in Warwick area to develop good models of practice – report due December 2008.
	Above report to contain known provision and providers	Peter Lovelock	03/06	Audit of provision included in report.	
	Investigate existing research to identify possible delivery methods	Peter Lovelock	01/06	Three "most likely" to work delivery methods identified.	Issue highlighted within Strategic review.
	Consult with targeted Young People to decide provision type – separated or included	Peter Lovelock	01/06	Discussions held.	Specialist provision available through Nuneaton (Park House and Pioneers groups at Eaton YC) and Bedworth. New provision at Baddesley Ensor YC for North Warwickshire. Good provision at Warwick YC and Tyler House Stratford. Need to explore requirement for Rugby based provision at Hill Street.
	Mainstream supported work – to include devolving ACEC funded work to core business	Peter Hatcher	03/06	Budget identified within core budgets.	
	Work towards specialist provision in at least one centre in each area and inclusive provision responding to local community	Area Officers	09/06	Proviso ion being delivered in every area.	Some funds made available therefore young people provision mainstreamed.
	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.	***Ongoing discussion in Service regarding need or otherwise of staff with specialist focus.***
	Consider alternative methods of promoting programmes to ensure accessible to all young people	Peter Lovelock	09/06	Range of promotional materials available.	

Warwickshire County Council

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

Area for Development *and Outcome*	Action	Lead Person	Deadline	Measure of success	Progress
4a) Too many unqualified part-time youth workers. *Outcome:* *Proportion of unqualified to qualified youth work staff reduces to 60% of staff qualified by 2008.*	Produce staff list identifying qualifications of all part-time youth work staff and average length of employment	Shinderpaul Bhangal	12/05	List produced with benchmark of length of service.	Overall there has been increased proportion of qualified staff evident throughout Service with improved retention and recruitment of part-time staff. Staff profile data base updated as have been job descriptions. Strong qualification programmes developed and delivered by the Service in partnership with WAYC. – NVQ levels 1, 2 and 3. Developing own NVQ assessment centre.
	Ensure contractual obligation of part-time staff undertaking appropriate training is enforced	Area Officers	12/05	Staff aware of need to undertake qualification training.	
	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.	
	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.	
	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.	
	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.	

Warwickshire County Council

Area for Development *and Outcome*	Action	Lead Person	Deadline	Measure of success	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 ***Revised to 09/06***	Job descriptions for new starters identify methods to achieve higher reward and linked to training to demonstrate competence and therefore confidence.	New job descriptions for all part-time staff as part of "Assimilation" of implementing new JNC terms and conditions.
	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.	Use of "Career Guide", exploring apprenticeships with Leonardo bid, young Leader Award, use of imaginative roles all implemented/discussed.
4b) Unrealistic expectations of unqualified and inexperienced youth workers. *Outcome: Inexperienced staff work alongside experienced staff in 70% of all youth work sessions rising to 95% by end of 2006.*	Produce revised job descriptions setting out realistic expectations (link 4a)	Peter Hatcher	10/05 ***Revised to 04/06***	Job descriptions used for all appointments.	See above re new roles/job descriptions. New Induction process for part-time staff implemented with level 1 area based training as required by all employees. Included in NVQ training with annual Level 2 programme and rolling level 3 programme. ***Proposals for staff deployment considered - some delay whilst consideration given to demands of targeted youth support.***
	Develop competence based assessment for progression of staff through relevant roles and responsibilities (link 4a)	Peter Hatcher / Shinderpaul Bhangal	01/06 ***Revised to 04/06***	Competencies based on NVQ levels 1,2 and 3 used for assessment of relevant job descriptions.	
	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.	
	Introduce NVQ level 3 training to enable workers in charge to gain skills in managing and supporting staff	Shinderpaul Bhangal	01/06 ***Revised to 11/06***	Revised staff structure of service produced and used for any new service deployment staff	
	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.	

Warwickshire County Council

Area for Development *and Outcome*	Action	Lead Person	Deadline	Measure of success	Progress
4c) Retention rates of part-time staff appear low. *Outcome:* *The average length of service for part-time staff increases year on year to reach 2.5 years by 2008.*	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.	Links to 4a and 4b above which demonstrates good progress with improved retention.
	Investigate reasons for other part-time staff not included in the above, leaving	Shinderpaul Bhangal	10/05	Report produced with clarity about reasons for staff leaving.	Research showed many reasons for leaving from not what they expected to poor support and feeling of being left to sink or swim – these addressed through improved selection and induction.
	Develop strategy to address outcome of above	Peter Hatcher	09/06	Part-time staff remain in employment of Service for significantly longer periods.	
	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.	Awaiting to see if HRMS has capability of delivering statistics to measure retention as anticipated.
	Improve induction and probation periods as described above (4b)	Area Officers		Part-time staff remain in employment of Service for significantly longer periods.	

Warwickshire County Council

Objective 5: Improve the effectiveness of quality assurance procedures

Area for Development *and Outcome*	Action	Lead Person	Deadline	Measure of success	Progress
5a) Insufficient monitoring and evaluation of young peoples' learning and skills development. *Outcome:* *QA processes evidence the progress of young people's learning and development.*	Develop and implement recorded outcomes process linked to the curriculum (link to 1a)	Robert Townsend	12/05	Recorded outcomes measured.	**All complete and ongoing.**
	Ensure QA Peer Observers look critically at young peoples achievements, targets and learning outcomes	Nick Francois	12/05	QA reports contain specific information on young people's achievement with comments for improvement.	New process piloted.
	Review requirement of documentation to be submitted prior to QA visit to include evidence of measurement of young people development	Nick Francois	12/05	Revised framework produced and implemented,	Revised process implemented. Framework reviewed and revised.
	Increase number of staff completing Observation training	Nick Francois	10/05	Third of full-time staff completed observation 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.	Targets increased.
5b) Under-developed management of partnership work. *Outcome:* *Agreements implemented that result in clarity of expectation and information sharing.*	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.	**Complete.** New letters issued and used.
	Review effectiveness of funded organisations in meeting service priorities	Area Officers & Peter Hatcher	12/05 ***Revised to 04/06***	Effectiveness of grant giving system measured.	Grant system revised. ACECs no longer – Youth Development Grants from 2007/08.
	Revise SLA with WCVYS to ensure clarity of role in supporting Voluntary sector to meet QA expectations	Peter Hatcher & Mike Bunn	11/05 ***Revised to 04/06***	New SLA in place.	2006/07 holding year whilst awaiting new Integrated Service and role of WCVYS confirmed.

Warwickshire
County Council

Area for Development *and Outcome*	Action	Lead Person	Deadline	Measure of success	Progress
5b) continued	Work with WCVYS to develop new post to support capacity of voluntary sector to respond to QA requirements	Mike Bunn & Peter Hatcher	12/05	Post holder supporting organisations that are able to respond to SLA requirements.	New post created within WCVYS that has role re QA and developing NEET projects. Results in improved data collection and monitoring.
	Consider the implications of implementing commissioning arrangements for all grant above £250	Peter Hatcher	12/05 ***Revised to 04/07***	Strategic Review of Services for Young People take account of effectiveness of Service arrangements and outcome of evaluation of Service processes.	Major changes to funding regimes since Inspection. This aspect progressing through evolved practices based on needs analysis.
5c) Insufficient performance management. *Outcome: Relevant, accurate and timely performance information available as required by all managers by 09/2006.*	Increase targets for observing maintained youth work delivery through full QA Inspection (link to 5a)	Nick Francois	12/05	All delivery projects/units observed at least once each two years.	**Complete and ongoing.** Targets increased and regularly monitored and included within management meetings and supervision.
	Increase observations by area officers and senior workers	Nick Francois & Area Officers	12/06 onwards	All youth work staff observed at least once each two years.	New MIS taken time to install – now available to majority of service.
	Ensure targets set by the service are measured and reports produced.	All Officers	12/05 onwards	Accurate reports produced and used by staff. Clarity in achievement and areas to develop.	

Warwickshire County Council

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	Progress
6a) Low level of funding for the youth service. *Outcome:* *Spend on youth service increases.*	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.	**Good progress.** A costed plan presented to O&S and Cabinet and supported with majority of Ofsted Action Plan funded (£340,000) + Camp Hill project (approx. £100,000 youth work). Pressure from efficiency savings and increased premises costs causing some issues. Full Review of Premises to be presented to members early 2008. Improved position against Benchmark group.
6b) Unreliable measurement of the service's reach and consequently unreliable benchmarking. *Outcome:* *Reports on reach reflect work that relies upon service funding.*	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 ***Revised to 06/06*** 12/05 ***Revised to 03/06***	Service clear about work that constitutes service delivery. Confidence in bench marking reports.	Service funded work increasingly complete data returns similar to maintained work and therefore included in data collection. Further improvements will be implemented with Youth Development Grants and when Web based MIS goes live April 2008.

Peter Hatcher
County Youth and Community Service Officer
December 2007

Warwickshire
County Council