

Youth Service Improvement Action Plan April 2005

Priority for Improvement. **Ensure that sufficient resources are available and are effectively deployed to secure sustainable improvements to the service**

Issues to address Strategic leadership & management inadequate, too few staff & not enough resources to realise expectations. QA procedures inconsistently applied & priorities not set to resource curriculum, priority groups & targets. Policy development inadequate. Young people insufficiently involved in overall specification, management & QA of the service. Lack of a strategy for work with young people

Link to Service Plan objective: Build on and develop the current provision of youth work in Darlington to provide a high quality youth service

Link to departmental objective: Provide a range of stimulating leisure and cultural services and facilities for all

Link to Community Strategy Theme: Enhance our credentials through the provision of excellent services which are accessible and inclusive

Link to Corporate Objective: Ensuring Access for all

Link to Children’s Services: Stay Safe; Be Healthy; Enjoy & Achieve; Achieve Economic Well-being; Make a Positive Contribution

Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI's Target	YSS	Target	Resource	Key outcomes	
Develop a whole authority Youth Strategy 'The Teenage Years 13-19' in partnership with key partners, local authority representatives and the voluntary and community sector	ST	Establish steering group for the development of a Youth Strategy to give clear strategic direction for youth provision across the borough	July 05	CS 159	£63.88	YS1	13-19yr	Within current resources	Local Authority has a clear strategy on which to base service & unit plans
				CS10 3	2,470	YS2	YSP		
		Review the assessment of need for young people	August 05	CS10 4	33%	YS3	90%	Within current resources	
				CS10 5	15.5%	YS4	85%		
		Map youth provision and resources allocation in terms of finance and staffing across the borough to establish if resources from all relevant activities are	August 05	CS10 5	110	YS5	4hrs	Within current resources	
				CS10 8	60%	YS7	25%		
				CS10 8	60%	YS8	15%		

		<p>maximised and contribute to holistic youth provision</p> <p>Identify areas of good practice in other local authority areas to inform strategy development</p> <p>Develop a Youth Strategy that identifies key priorities, groups & targets for the borough. The strategy will direct future provision for young people in Darlington</p> <p>Following adoption of strategy review marketing arrangements and develop marketing strategy for promoting and raising awareness of service provision</p>	<p>July 05</p> <p>March 06</p> <p>April 06</p>	<p>BV12 2a BV12 2b CS16 1</p>	<p>30%</p> <p>50%</p>	<p>YS9</p> <p>YS10</p> <p>YS11</p> <p>YS12</p> <p>YS22</p>	<p>5%</p> <p>85%</p> <p>Hear by Right</p> <p>90%</p> <p>Strategy group</p>	<p>Within current resources</p> <p>To be determined</p> <p>To be determined</p>	<p>Examples inform strategy development</p> <p>Holistic Youth Strategy for Darlington</p>

Priority for Improvement. **Improve the overall quality of youth work practice**

Issue to address: Limited range of provision leading to formal accreditation, Only 5 out of 7 youth centres offer formal accreditation. In centre based provision, activities often poorly organised with insufficient analysis of young peoples needs; sessions poorly planned and executed with over reliance on unstructured activities; too many youth workers inexperienced with insufficient skills & do not provide opportunities for young people to be involved in planning, providing and reviewing session and programmes. No systems available for recording informal leaning,

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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Restructure Youth Service to give full time youth workers lead on programme planning & delivery. Senior YS Team to have responsibility for QA	PYO	Review existing working arrangements & increase service delivery from 42 to 48 weeks	Completed	CS103	2,470	YS4	85%	Within current resources	Improved service delivery
		Establish full time youth worker responsibilities for delivery & create a system for QA	Completed	CS104	33%	YS5	4hrs	Within current resources	Service provision reflects delivery area
				CS105	15.5%	YS7	25%		
		Establish curriculum areas and a delivery model	August 05	Implement zoned curriculum approach	April 06	BV122a	60%	Within current resources	Improved service delivery
						BV122b	30%		
		CS116	45	To be identified	Increased service delivery				
CS109	18								
				CS116	72				
				CS109	50%				

		Determine feasibility of an increase to 52 week programming	March 06	CS117 CS161 CS153	5			Report within current resources, programme resource to be identified	Increased service delivery
Develop flexible skills of youth workers to translate good relationship into effective practice	MW	Implement training programme in core priority areas: <ul style="list-style-type: none"> • Child Protection • Health & Safety • Programme planning and delivering structured sessions • First Aid • Equal opportunities • Inclusion & diversion 	Sept 05	CS103	5%	YS16	5%	Within current resources	Improved skills
Develop unit plans	MN	Youth workers to develop unit plans informed by a need analysis of the locality and undertake specific targeting to build stronger links with young people & key partner groups in the community. Target activities to increase engagement in Youth Service activity particularly in relation to young people from BME communities, young women, travellers & young people with a	July 05 Sept 05	CS103 CS104 CS105 CS108 BV122a	2,470 33% 15.5% 110 60% 30%	YS1 YS2 YS3	13-19yr YSP 90%	Within current resources Within current resources	Youth club programmes reflect needs of their area Attendance reflects gender, ethnic and minority population

		disability		BV12 2b						
Implement the Equalities Impact assessment for the service	SD	Implement action for areas of identified weakness	July 05	CS10 3	2,470	YS7	25%	Within current resources	Youth Service is accessible to all young people	
		Develop QA system to monitor actions & progress	July 05	33%	YS8	15%				
				CS10 4	15.5%	YS9	5%			
				CS10 5	110					
				CS10 8	60%					
BV12 2a BV12 2b	30%									
Increase formal accreditation learning in all youth centres	MW	Duke of Edinburgh Award Scheme in all youth clubs	Sept 05	BV12 2a	60%	YS12	10%	Within current resources	More accreditation opportunities for young people	
		Development of Youth Achievement Awards worker responsibility	May 05	BV12 2b	30%					
				OCN rolling programme	Ongoing					
				Pre-accreditation routes for young people as part of programmes	Ongoing					

Provide opportunities for young people to be involved in planning, providing and reviewing sessions and programmes	MN	Implement Term Programmes following consultation with young people incorporating leaning outcomes to be Achieved	June 05	CS11 6	45	YS11	Hear by Right	Within current resources	Needs & aspirations of young people incorporated in programmes
		Introduce Personal Development Plans to address young people's needs, reviewing every 6 months with the young person	Sept 05					To be determined	Youth service responds to young peoples needs
		Establish standardised administration procedures to capture informal learning	Sept 05					Within current resources	Informal learning captured
		Introduce an annual survey of young people attending sessions to determine level of satisfaction	July 05					Within current resources	Survey informs unit service planning
Improve Quality Assurance systems	MN	Introduce the Quality Assurance Framework across the Youth Service that is monitored by QPMT	May 05	BV12 2a BV12 2b	60% 30%	YS10	85%	Within current resources	QA framework leads to improvement in service delivery

Priority for Improvement. **Involve young people more effectively in the overall development, management and evaluation of the service**
Issues to address: Youth workers do not provide sufficient opportunities for young people to be involved in planning, providing & reviewing sessions. Curriculum not sufficiently informed by young people. Young people insufficiently involved in the overall specification, management, provision and quality assurance of the service

Link to Service Plan objective: Promote Young People’s Participation to enable them to contribute to the development of their own, and the wider, community.

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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Strengthen young people’s engagement in the development, management and evaluation of the youth service	SD	Undertake a perception survey of young people in relation to youth service provision that identifies how they would like to be involved. For non-users consultation to be undertaken via Vibe Page in Town Crier.	July 05	CS116	45	YS11	Hear by Right	Within current resources	Views of young people to inform strategy development, service delivery plans
				CS109	18				
		CS117	12	60%	Within current resources				
		CS160	30%			July 05	Within current resources	Youth service has a clear strategy on which to base service & unit plans	
BV122a									
		Establish a Young Persons task and finish group to inform Youth Service Strategy development		BV122b					

		Develop a Young Person Quality Assurance inspection team	July 05					Within current resources	Service delivery improvement
		Involve young people in developing Term Plans and session activities	Ongoing					Within current resources	Young people involved at all levels
		Ensure each young person has a Personal Development Plan which is reviewed every 6 months providing opportunities for the young person to give feedback on service provision	Ongoing					To be determined	Service based on individual needs
Develop a range of relevant high profile opportunities to stimulate active participation of young people in decision making process	SD	Text messaging project to inform & consult with young people	June 05	BV12 2a	60%	YS10	85%	Within current resources	Information / consultation relevant to young people is sent via text to members who have signed up for the service
		Worker to develop & maintain youth web based projects & develop YS website	Dec 05	BV12 2b CS11 6	30% 45	YS3	90%	Youth Service & IT Services to share cost	
		Youth festival to promote participation in decision making	Oct 05	CS10 9	18 72			Outside funding achieved	Youth service has dedicated web page
		Accredited training package for youth councils/forums	March 06	CS11 7 CS16 0	12			Current resources	Youth issues receive high profile
									Young people

									receive accredited acknowledgement of their work
Develop borough wide events for young people by organising two large scale projects and various smaller projects per year	SD	Consult with young people about theme of events Events timetabled to provide a spread over the year One large event spring/summer & one in autumn/winter Link with other agencies to deliver & support delivery of local events in five zones	May '05 June '05 March '06 March '06	CS103 CS153 CS152	2,470 5 2	YS4 YS5	85% 4hrs	Current workers Current resources To be determined To be determined	Darlington Youth Assembly to consult with all youth forums Events are relevant to young peoples needs and aspirations More young people are contacted by youth service All areas have local event

Priority Improve **Review and Strengthen the management structure and clarify roles and responsibilities**
Issues to address: Insufficient leadership & management capacity, too few staff, and not enough resources to implement plans, develop capacity of the service and realise expectations. QA procedures not consistently applied so managers are insufficiently informed about quality of practice. Senior managers have inappropriate mix of strategic & operational responsibilities.

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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Review the staffing structure of the service to clearly define management and operational responsibility of the service and delivery of core functions.	ST	Advertise and make a permanent appointment to the Head of the Youth Service	May 05	CS156	£63.88	YS14	£100	Within current resources	Service has strategic direction
	SD	Review roles of existing staff, clearly identify management responsibilities for curriculum development, quality assurance, target setting, data collection and line management responsibility and supervision of operational staff.	May 05					Within current resources	Service has clearly defined management responsibilities
	PYO	Introduce Zone & Curriculum based approach linking into extended schools, school clusters, Wards & Community Partnerships with clear staff areas	March 06					To be determined	Remodelled service delivery implemented

		of accountability for the operational delivery of the Youth Service with appropriate management support							
Strengthen area and unit plans	PYO	Develop annual programmes for Zonal delivery linking into the Youth Strategy	March 06	CS10 3	2,470	YS3	90%	Within current resources	Each Centre/Project has Plan that reflects the needs of the young people in the area
				CS10 4	33%				
				CS10 5	15.5%				
				CS10 8	110				
				BV12 2a	60%				
				BV12 2b	30%				

Priority for Improvement. **Review the quality assurance arrangements and ensure consistent implementation across the service**
Issues to address QA procedures in place but inconsistently applied. No established priorities for resources to service key curriculum areas. Workers understanding of the curriculum is poor. Session planning documentation is often poorly completed without clear links to policy. Evaluation of sessions is often superficial

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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Strengthen quality assurance systems to incorporate ‘Plan-Do- Review’ and ensure that practices are consistent throughout the service giving young people opportunities to review and evaluate youth service practices	MN	Undertake an audit of existing practices and quality of documentation across the service identifying weaknesses and establish a Quality Assurance framework.	May 05	CS104	33%	YS1	13-19y	Within current resources	Improved service delivery
		Review documentation to ensure that is addresses key service issues	May 05	CS105	15.5%	YS2	YSP	Within current resources	Improved service delivery
		QA framework to form basis of Charter Mark assessment	Sept 05	CS108	110	YS3	90%		
		Implement training programme for staff to ensure that all the necessary paperwork, practices and administration procedures are	June 05	BV122a	60%			Within current resources	Improved service delivery
				BV122b	30%			Within current resources	Improved service delivery

		<p>complied with in a high quality consistent manner</p> <p>Develop a ‘Young Person Inspection Team’ to assist in Quality Assessments’.</p> <p>Implement quality assessments of youth workers practices when carrying out duties including an assessment of session planning and documentation.</p> <p>Weaknesses found in practices to inform training and Personal Development Plans of youth workers</p>	<p>July 05</p> <p>June 05</p> <p>Ongoing</p>					<p>Within current resources</p> <p>Within current resources</p> <p>Within current resources</p>	<p>Service delivery evaluated by young people</p> <p>Improved service delivery</p> <p>Improved service delivery</p>
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Priority for Improvement. **Improve the availability and reliability of management information**
Issues to address: QA procedures are inconsistently applied and managers are insufficiently informed about the quality of practice
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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Improve data collection systems and ensure data informs decision making and performance monitoring requirements	SD	Review Youth Base MIS and ensure paperwork informs data needs	May 05	Training	5%	YS16	5%	Within current resources	YouthBase implemented
		Review service performance indicators & enter on PerformancePlus MIS	Completed					Within current resources	Performance Plus informs on targets
		Train staff in data collection systems to ensure compliance	June 05					Within current resources	Staff inputting data on system

Priority for Improvement: Further Develop the curriculum to ensure that it meets the needs of young people in Darlington
Issues to address Curriculum inadequate & not sufficiently informed by the needs of young people; key partners not sufficiently consulted over the development of the policy & too little training and support to staff on how to use the document to inform curriculum planning. Need to ensure session planning is clearly linked to the document. Management of the curriculum is unsatisfactory; delivery is limited and does not reflect either service documentation or national developments
 Centre provision not changed over time & insufficient action to increase numbers from specific groups

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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Improve management of the curriculum documents	S D	Appoint a senior manager to take responsibility for the development, implementation and review of the curriculum document	Completed	CS103	2,470	YS16	5%	Within current resources	Clear line of responsibility for curriculum management
Develop the curriculum document to ensure that it is informed by the needs of young people and key partners and clearly articulates learning outcomes to be	MN	Establish Young Persons and Key Partners Task and Finish Group to review the draft document to ensure that it reflects the needs of young people and key partners taking into account national development and drawing upon ‘Transforming Youth Work’ The draft document to be subjected to wider consultation	June 05	BV12 2a	60%	YS3	9%	Within current resources	Document reflects views of young people, partners & national developments
			July 05	BV12 2b CS160	30% 12				

achieved and incorporates the international aspect of youth work		giving young people further opportunities to influence the finale document Carry out sessions in schools Rewrite document to reflect outcomes from consultation and present to Scrutiny Committee Launch the document	Sept 05 Oct 05					resources Within current resources Within current resources	service delivery Service has a workable document Wide awareness of document
Make staff aware of the document	MN	Implement a programme of training to staff to ensure staff understand and are equipped to use the curriculum framework	Sept 05	CS10 3	2,520	YS3 YS16	90% 5%	Within current resources	Staff have full understanding of curriculum document & associated paperwork
Strengthen curriculum activity in centre provision	MN	Review session planning framework to ensure that sessions fully incorporate the aims of the document and focus on learning outcomes Extend provision to develop an inclusive annual programme of curriculum activity in community settings in consultation with young people Ensure the curriculum document is embedded in delivery	Sept 05 March 06 Sept 05	CS10 4 CS10 5 CS10 8 BV12 2a BV12 2b CS11	33% 15.5 % 110 60% 30% 45 18	YS3	90%	Within current resources To be determined Within current resources	Clear responsibility for curriculum Delivery improved Delivery improved

				6 CS10 9 CS11 7 CS16 1	72 50%				
Increase opportunities for accredited learning	MN	Duke of Edinburgh Award Scheme in all youth clubs Development of Youth Achievement Awards worker responsibility OCN rolling programme Pre-accreditation routes for young people as part of programmes	Sept 05 May 05 Ongoing Ongoing	BV12 2a BV12 2b	60% 30%	YS12	10%	Within current resources	More accreditation opportunities for young people
Strengthen monitoring and review arrangements	PYO	Develop a system for monitoring service delivery System to be included in QA framework that is monitored by QPMT Develop & train a team of young people to act as service inspectors	Completed May 05 End May 05	BV12 2a BV12 2b CS15 9 CS10 3 CS11	60% 30% £63.8 8 2,470 45	YS? ??	??	Within current resources Within current resources Within current resources	Improved systems for monitoring Improved systems for monitoring Service includes young people at all levels Improved

		Senior Management Team & Youth Inspectors to regularly visit provision and carry out inspection	June 05	6				Within current resources	service delivery & staff used to inspection process
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Priority for Improvement. **Develop and implement service specific policies and plans in a number of key areas, including child protection, equality and diversity and race relations**

Issues to address Policies are insufficiently developed and implanted. Service slow to respond to recent Safeguarding Children legislation, work with disabled young people underdeveloped.

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Actions needed to deliver improvement	Lead Officer	Milestones	Time for Completion	PI	Target	YSS	Target	Resource	Key outcomes
Develop and implement policies and plans in order to address the following priority areas <ul style="list-style-type: none"> • Child protection • Equality and Diversity • Race Relations 	SD	Senior member of staff with policy development responsibility Develop policies for: <ul style="list-style-type: none"> • Child Protection • Health & Safety • Programme planning • First Aid • Equal opportunities • Inclusion & diversion Implement a rolling programme of training in key policies	July 05 March 06 Ongoing	CS103	2,470	YS16	5%	Within current resources Within current resources Within current resources	Clear line of responsibility Service has clear policies in key delivery areas Staff are aware of policies, procedures and their responsibilities