



Brighton & Hove

Brighton & Hove Youth Support Service Service Plan : 2003-2006

Executive Summary

This Service Plan describes a period of change and development that will see a re-structured Youth Service adopt, develop and implement a new model of service delivery in the period 2003-2006 with the following key features:

- Standardised programmes in all Local Authority youth centres with potential to support voluntary sector providers with external funding to deliver comparable model.
- Strengthened links between all the freshly defined key service areas: Skills programmes/Schools/Community/Detached/Projects/Diversionary/Advice and Information.
- Service coverage across the City and development of City-wide detached, diversionary and skills programmes.
- New geographically-based service organisation linked to the City's Integrated Family Support Strategy.
- Personnel developments including: new role for Senior Workers and recruitment of Youth Workers to redress the current imbalance between managerial workers and those working directly with young people.
- Development of an integrated training programme including; introduction to work with children and young people ; NVQ Level II Youth Work; Youth Work Diploma; Connexions (PA) Diploma; Level III Management Training and NYA Training for Senior Managers.
- Service areas reflect Connexions and Youth Service targets and refocusing of work to core services to meet freshly defined Youth Service targets for service delivery and management of the service.

- Development and support of programmes for targeted groups such as Black and Minority Ethnic young people, lesbian, gay, unsure, transgender, bisexual young people, homeless young people and young asylum seekers.
- Review and development of Skills team, building on Learning Programmes, the Bridge to Employment project and Duke of Edinburgh scheme work. Learning Programmes will be delivered in all Local Authority Youth Centres including D of E Open Award Centres and in schools as requested.
- Youth participation agenda to be reflected in all Local Authority Youth Centre Advisory Committees in order to be young people friendly and to be reflected in centre membership, feeding into Youth Forums and the City wide Council, through close liaison with the Coalition4Youth.
- Re-structured and enhanced administration and finance team, reviewed administration support to the field and re-structured senior management team with new Head of Service.
- Development of Junior Youth Clubs with delivery of programmes by senior members/older young people and community residents.
- Development of a financial strategy utilising additional external sources such as Neighbourhood Renewal Fund (NRF) and New Deal for Communities (NDC). Aim to raise core budget by meeting government targets.
- Performance Indicators will be based on NYA standards which are currently being reviewed and aligned with recently established government standards.
- Development of clear integrated referral paths to other providers with focused programmes and services, especially for 16+ training providers.
- Partnership with voluntary sector and other agencies.

SECTION A: STRATEGIC OBJECTIVES

1. Introduction

The prime intention of this plan is to focus 80% of our work on providing services for young people aged 13–19 and developing a service that is an active partner within the Connexions Service. The Service will not only reflect the Council and directorate priorities but will also link in with other strategies and policies in the City including the :

- Community Safety Strategy
- Youth Justice Plan
- The Local Community Strategy
- Anti-bullying Strategy
- Healthy Schools Project
- Behaviour Support Plan
- Extended Schools
- Family Support
- 14–19 curriculum

The work will build on existing provision and develop quality learning opportunities for young people in the City.

This plan provides

- the curriculum for Youth Service work
- the priorities for Youth Service work between 2003 and 2006
- the framework for the Youth Service contribution to the Connexions Service
- the basis for the Youth Service action plans

This plan has been developed and prepared in consultation with

- Youth Service staff
- Council colleagues and elected members
- Voluntary sector organisations
- Young people
- Connexions partnership members.

This work will be reflected in specially designed new programmes of work and the inclusion of Connexions Service branding as part of the day to day operations for the support of 13–19 year olds.

2. The Youth Support Service and Connexions

The strategic objectives for the Youth Service reflect the shift in emphasis required for the Youth Service to deliver successfully in the operating environment created with the arrival of the Connexions initiative.

The strategic objectives for the Youth Service reflect the overall thrust and specific context of the 8 key principles of the national Connexions initiative and specifically reflect the detailed targets and priorities of the local Sussex Connexions Partnership.

(See **Appendix 1** for the key principles of Connexions and the Sussex Connexions Partnership aim, objectives and priorities, which provide one of the contextual backdrops for the setting of Youth Service objectives.)

3. Transforming Youth Work and the Youth Support Service

The Government's Transforming Youth Work initiative set out in papers such as "Resourcing Excellent Youth Services" has been a critical source of guidance in the production of the Youth Support Service's plan for 2003-2006.

Transforming Youth Work principles and recommendations can be found to impact in every area of the Youth Service's forward plan, through its clearly stated standards of Youth Work Provision and specific Youth Service Performance Measures and Performance Indicators.

(See **Appendix 2** for a summary of the Standards of Youth Work Provision, Performance Measures and Performance Indicators as set out in the "Resourcing Excellent Youth Services" paper and which have been essential for the setting of the Youth Service objectives.)

4. The City Council and the Youth Support Service

The Youth Support Service objectives have been cast in the specific context of the Service's position within the Children, Families and School's Directorate of the City Council.

The Youth Support Service objectives and implementation of these are strengthened through the strategic positioning of the Youth Service alongside the City's other educational and young people's services.

Youth Support Service goals also reflect more general City wide strategic goals including improving quality of life, strengthening the City's economy, improving the social wellbeing of residents and working effectively with other agencies to evaluate and improve delivery of services.

(See **Appendix 3** for the list of Brighton & Hove City Council's strategic objectives and details of how the Youth Support Service contributes towards them.)

5. Youth Support Service Objectives

Youth Support Service objectives for 2003-2004 are set out in some detail and will be reviewed during the year and re-set for years 2004/5 and 2005/6. The first half of 2003/4 until September 2003 is a period for recruiting to and fully developing the new service delivery model.

SERVICE AIM 2003-2004

“The Youth and Community Service will provide, develop and support programmes of youth work across the city which seek to meet young people’s personal, emotional, social, educational, employment, training and developmental needs. The service will work in partnership with voluntary, community organisations, other Council services and a broad range of agencies and services to deliver programmes of quality that meet the needs of young people.”

The Youth Support Service objectives for the year 2003-2004 are set out according to the principal categories used in an Ofsted service review and can be found in Appendix A. These include Achievement and Standards, Quality of Education Provided, Access and Participation, and Leadership and Management.

See **Appendix 4** Objectives for 2003-2004, **Appendix 5** The Local Context and **Appendix 6** Mapping Children in Need

STRATEGIC OBJECTIVE	TARGET	PLANNED ACTION	LEAD/TIMESCALE	SUCCESS CRITERIA
Develop new Organisational Structure	Re-organisation to refocus Service delivery	<ul style="list-style-type: none"> Review Senior Workers Posts + redeploy Recruit Level II Posts Whitehawk + Woodingdean 	CP -All in post by 01/09	All staff re-deployed & vacancies filled
Develop Youth Support Service/Connexions Service Integral to LA	New Service to be integral lead on Youth Support Service in Directorate	<ul style="list-style-type: none"> Lead management for Youth & Connexions Service Area Teams integral to development of Integrated Family Support Strategy 	NJ NJ + Senior Workers	<ul style="list-style-type: none"> Senior Workers on Project Development Groups Youth Service on Strategic Development Groups Integral to Extended School Programmes
Service Development aligned & measured against REYS Standards	Work Plans to reflect National Standards & Targets	<ul style="list-style-type: none"> Write Work Plans & base Outcomes on National Targets Review Monitoring Systems against new NYA Standards Review Adoption of NYA MIS Audit of Existing Service against Standards to inform Target Setting 04-06 	NJ/CP 01/09 NJ/CP 31/03/04 CP 31/10/04 CP 31/12/04	<ul style="list-style-type: none"> Annual Work Plan Production Implement new Monitoring System Potential adoption of NYA MIS. Link to Connexions MIS. Audit by 03/04 Achieve Standards by 06
Funding Development	Increase Core Funding to NYA Target £100/head by 03/06	<ul style="list-style-type: none"> Review SSA Funding Line Use NRF, NDC to support Development Progressive annual increase to reflect targets -subject to departmental budget preparation. 	NJ	<ul style="list-style-type: none"> Annual % Increase Secure Longterm funding LSC

SECTION B : THE LOCAL YOUTH SUPPORT SERVICE

1. Introduction

This section sets out an overview of the current Youth Support Service and describes how the Service plans to move from its traditional service delivery and management model to a new model of delivery and management in alignment with the strategic framework as laid out in the Transforming Youth Work and Connexions agendas.

2. Overview

2a. Service Aim

AIM

“The Youth and Community Service will provide, develop and support programmes of youth work across the city which seek to meet young people’s personal, emotional, social, educational, employment, training and developmental needs. The service will work in partnership with voluntary, community organisations, other Council services and a broad range of agencies and services to deliver programmes of quality that meet the needs of young people.”

The core values of the new service will be Participation, Equality of Opportunity, Education and Voluntarism.

PURPOSE

- Creates opportunities to encourage young people to achieve their potential as empowered individuals and members of groups and communities
- Supports young people during the transition to adulthood
- Provides learning opportunities which challenge young people to respond critically and creatively to their everyday experiences and to the wider world around them
- Provides community based youth work that is culturally appropriate and diverse and encourages access and engagement of hard to reach groups, including those from black and minority ethnic populations
- Promotes the influence of young people, their involvement in decision making and active citizenship
- Provides youth workers who may be best placed to act as advocates and a young person’s personal adviser
- Provides a safe, trusted and informal environment for young people in which to deliver an integrated service
- Develops and provides a non-building based service which targets the harder to reach young people
- Works in partnership with voluntary sector providers in delivering an advice and information service

OUTCOMES

- Individuals taking responsibility for their personal development
- The development of self esteem, awareness, confidence and raising aspirations
- The acquisition of a range of new skills and knowledge
- Personal learning including physical, intellectual, moral, spiritual, social and emotional development
- The awareness of rights and responsibilities
- Participation in the democratic processes
- Active citizenship
- Social inclusion
- Participation in new opportunities and experiences
- Recognition of achievement and learning
- Health education informing changing behaviour

CORE LEARNING AREAS

- **Self awareness**
- **Positive self image**
- **Relationship building**
- **Interpersonal skills**
- **Decision making**
- **Creativity**
- **Problem solving**

2b. Transitional stage of development

With the development of the Connexions Service, the reshaping of the Local Authority and the commitment of the Youth, Support Service to the Transforming Youth Work agenda, the Youth Support Service in Brighton & Hove is in a state of transition and change, moving from historical methods of service planning and delivery to a new model reflecting the principles of the re-structured Local Authority and national strategies such as TYW and Connexions.

These transitions require major changes to service structure, management, planning and delivery. They require system changes of considerable magnitude in every area from information and statistics gathering and interpretation through monitoring and evaluation to finance and resource allocation.

3. The new model of delivery for 2003–2006

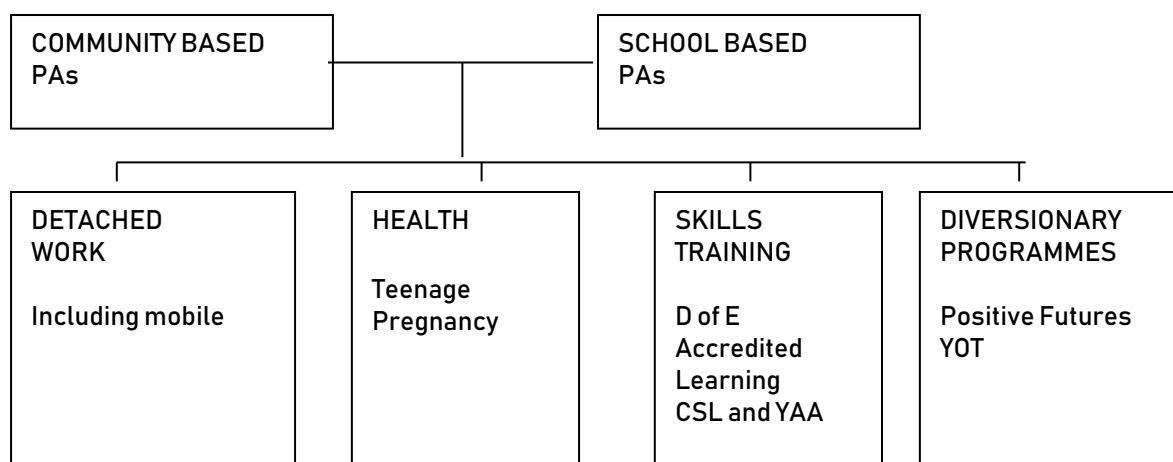
This section continues by describing in detail the new model of service delivery for the Youth Support Service for the period 2003–2006.

a. Service Structure

This structure reflects both a development within the Directorate and the development of the Connexions Service.

The senior workers will have a senior practitioners role which will be reflected in a three way split in the work load this will reflect 40% management area responsibility, a 40% city wide focus and 20% in delivering training and service development.

There will be a development of a pan-city team approach with each team line managed by a senior worker who will also carry a service area responsibility and all senior workers will be involved in the development and delivery of training.



b. New model of delivery diagram

The new model of service delivery is represented by a diagram, which is attached at **Appendix 7** to this plan.

c. Description of new model of delivery

The new Service will also work in collaboration with the contracted Connexions Service being delivered through the voluntary sector Advice and Information Service.

The developing model of each of the centres is that each youth centre will have a full time Level 2 worker who will primarily act as a community based PA. These workers will be supported in their delivery by a team of part time youth workers and will link closely with their neighbourhood secondary schools and the Intensive PAs who are seconded there.

Service delivery will be through a range of methods which are reflected in the above diagram of the new model of delivery. This structure reflects the school based intensive PAs, the community based PAs and a range of specific services which will complement and support the core provision.

The Level 2 workers will be line managed by a team of Senior workers who would have a geographical responsibility and also a service area responsibility, (for instance, detached youth work).

The development work which has been piloted by the Bridge to Employment (B2E) project will be widened and there will be a range of supported training programmes offered to young people across the City. Partnerships will develop with other training providers.

4. Outline of pattern of youth work delivery

a. Open youth clubs

Each of the 5 statutory (Hangleton Youth Centre, Whitehawk Youth Centre, Patcham Youth Centre, 67 Centre and Portslade Village Centre) and selected voluntary youth centre delivery points will offer a similar programme of work that will include

- **A Drop in session offering support, advice and information for young people primarily creating a safe young people friendly environment targeting the cross service Connexions targets**
- **1 session of project work targeting minority groups**
- **1 session of free association social youth work**
- **1 session of junior club work with senior members actively involved in the delivery and through this work gaining accredited training and potential employment, they would also be working with local community members.**
- **1 session of street based outreach work to make contact with young people who are not accessing services**
- **1 session of 1:1 support**
- **1 session of group work support in schools**

NB: the average session = 2.5 hours

There will also be the potential for the centres to be developed as sites for play provision, out of school study support and childcare provision. There will be a need in some areas to undertake an audit of premises to determine which premise is the most appropriate in which programmes should be delivered.

b. Delivery through schools

Delivery through schools will be primarily through school based intensive PAs . Other schools links will include enhanced working partnerships as schools are paired with youth centres in their localities. Each centre will have a schools session as part of its delivery programme.

(See the maps of centre location at **Appendix 8** and the curriculum development model attached at **Appendix 9** with this plan.)

c. Project work and work with the most vulnerable young people

The Youth Service will continue to provide focused work with marginalised groups which have been identified by the Connexions LMC such as young people with special needs, Black and Minority Ethnic and the gay, lesbian, unsure, bisexual and transgender groups.

The Youth Support Service will prioritise project work following careful consideration of evidence of need from young people and using data collected and updated from surveys and direct consultation with young people. Priority issues addressed in project work will reflect the particular conditions of the City including work with asylum seekers and young homeless people, for example.

For example, the Youth Service team currently supports a range of practical crime prevention activities with young people to address the issues as described above including :

- **A youth inclusion programme targeting the 50 most challenging young people in East Brighton**
- **Work on Anti-social Behaviour Orders and Acceptable Behaviour Orders in Partnership with the Community Safety Team and other agencies**
- **Preventative work in schools involving both training of teachers and lessons to young people on drugs, citizenship and crime**
- **Input into local community safety initiatives in Woodingdean, Queen's Park and Craven Vale**
- **Linking to Children's Fund Early Years initiatives, such as On Track and Sure Start**

This range of crime prevention activities will continue in the period 2003-2006.

d. Detached/Outreach Work

The outreach programme delivered by all the units will be supported by a central detached work team and physically supported by a mobile unit that would act as a base from which staff would work. The mobile unit (a converted minibus) will be part of the detached work team and will also be used as a resource for other focused service providers such as the Substance Abuse Team. The work will focus on young people whose needs are not met by the community based centres.

See **Appendix 10** for details of the detached youth work strategy drawn up for 2002-4 and which will be reviewed in 2003/4.

5. Partnership Working

a. Partnership with Connexions

The Statutory Youth Service identifies the following as the ways in which the new service will contribute to the Connexions Service

- **The identification of young people at risk, often including the most vulnerable and disaffected**
- **Youth workers who may be best placed to act as a young person's personal adviser**
- **Specialist knowledge, extensive expertise and experience, often of working with the hardest to help young people**
- **A safe, trusted and informal environment for young people in which to deliver integrated services**
- **Youth work settings which provide an environment for learning vital social skills**
- **The provision of community based youth work that is culturally appropriate and diverse, and encourages access and engagement of hardest to reach groups including those from black and ethnic minority populations.**

Youth Service work in the period 2003-6 will also aim to contribute to the meeting of specific targets for young people in a number of specific groups and age ranges, in association with the Connexions programme. These age specific targets are :

- **16-19 year olds: decrease in the proportion of 16-19 year olds leaving post compulsory education and training to become NEET (not in Education Employment or Training)**
- **16-19 year old mothers: increase in the proportion of 16-19 year old mothers in employment, education and training**
- **19 year old care leavers: increase in the proportion of 19 year old care leavers in employment, education and training**
- **13-18 year old offenders: increase the proportion of 13-18 year old offenders, supervised by YOT's moving into employment, education and training**

- **13-18 year olds : increase the proportion of 13-18 year olds, identified as having a substance misuse problem who are referred to an appropriate specialist service.**

b. Partnership working with the voluntary and community youth sector

The Youth Support Service has been actively involved in the development of the Brighton & Hove Council for Voluntary Youth Service. The service delivery is reliant on the work and services delivered by the voluntary sector. The Service operates under a number of service level agreements with partners and the proposal in the future is for these service level agreements to reflect the core programme delivery of the youth centres or the delivery of the youth centres or the delivery of an Advice and Information Service.

The voluntary sector is represented on the LMC, and the chair of the BHCVYS is the representative of the voluntary sector on the Connexions Partnership Board. Through these links, there has been a strong partnership link with the support of each partner in the proposed developments.

6. Resources

a. Finance

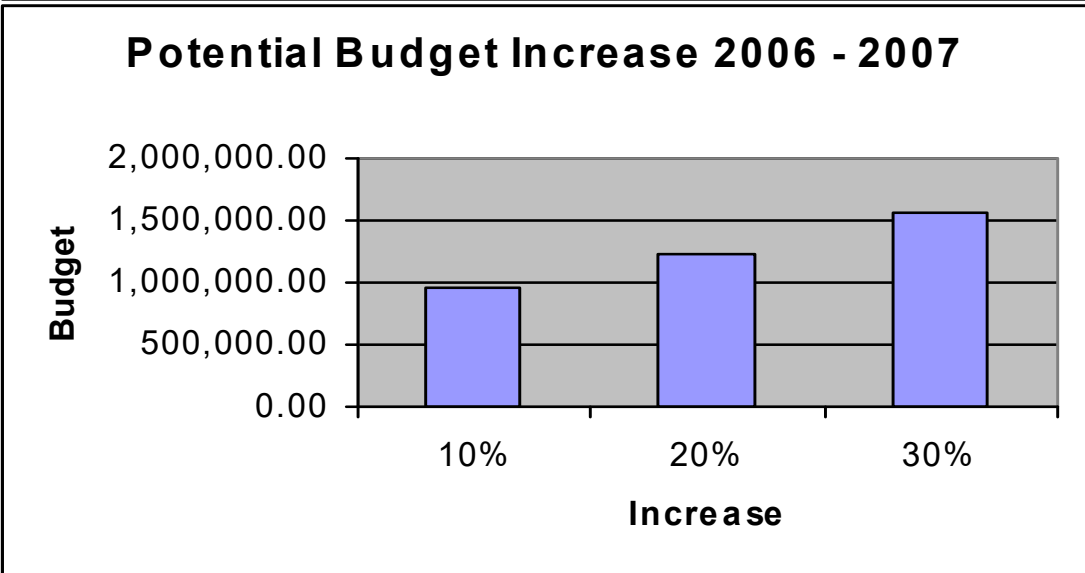
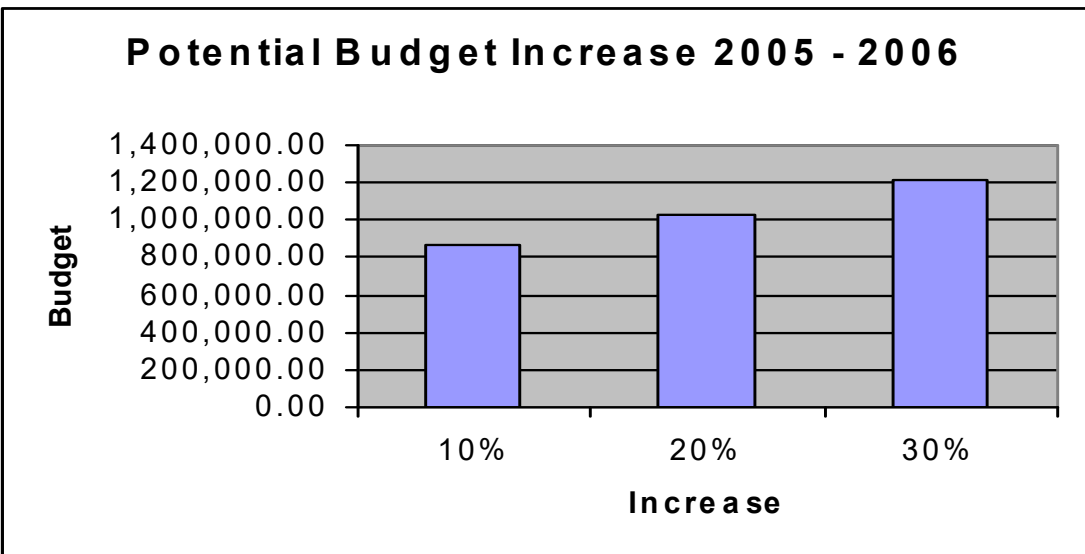
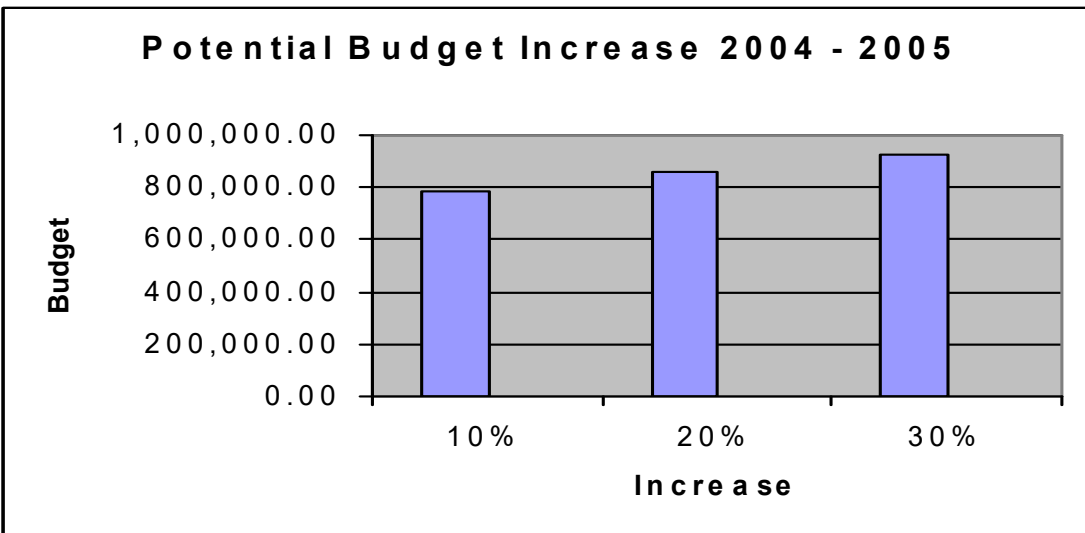
The Government has recognised that the level of funding for the Youth Service is at a lower level than they would like, and that they are proposing that there will be a 5.9% rise in funding and that it will be given its own budget line in guidance on the DfES spending assessment for 2003-04. This funding will be intended to support the development of the Connexions Service. There is within the Draft NYA Standards in Resourcing Excellence in Youth Service a nominal figure for service to fund youth work at a level of £100 per young person aged 13-19. This plan acknowledges the starting point and proposes increasing the core funding over a three year period to attain this standard.

It is noted, and the tables show, that the Authority has successfully secured funding from other sources such as NDC, Home Office, NRF and Connexions. The combined level of core and external funding already almost equals the target budget. The funding strategy for this three year plan is to increase core funding to cover the areas of work at present resourced with short term external funds. This projected growth cannot be guaranteed at this stage, but will form part of the overall departmental budget planning.

See Appendix 11 – Budget Estimates by Cost Centre

	2003/04	2004/05	2005/06	06/07
Local Authority Core Funding		Growth £214,500	Growth £278,850	
Community PA's	£318,500	Community PAs £168,000	Community PA programme development	£47,500
Diversionary Programmes	£12,500		Skills Programmes	0
Skills Programmes	£20,000	Skills Programmes £46,500		£75,000
		B2E Training City Wide		0
Detached & Projects	£72,000		Detached and Project	
Central Management	£185,000		Central Management training	£26,000
Youth Participation	£12,000		Youth Participation	n
Youth Service Grants + SLA's to voluntary sector	£95,000		Diversionary	
£37-63 per head 13-19	£715,000	£48.92 per head 13-19 30% £929,500	£63.59 per head 13-19 30% £1208,350	£82.68 Total £1,570.855
External Funding				
Transforming Youth Work	£36,329	£36,500	£37,000	
Community PAs, Detached work and accredited learning				
Diversionary Programmes	£75,000	£75,000		
Positive Futures	£82,931	£82,931		
Positive Activities			other areas of funding not yet known	
	£325,519.80	£339,354.39		
Connexions	£70,000	£70,000		
Schools Contribution	£48,000	£75,000		
U Project				
EB4U – Skills Programmes	£250,000	£275,000		
Send – Development Fund	£36,000	£36,000		
Corporate Grants	£30,000	Not yet known		
NRF/SRB	£30,000	Not yet known		
£51.78 per head 13-19	£983,779.80	£52.09 per head £989,785.39		
Total Core and External £89.41	£1,698,779.80	£101.02 per head £1,919,285.30		

per head 13-19				
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Within Transforming Youth Work – Resourcing Excellence in Youth Service, the DFES has identified a number of specific performance indicators. The service at present is able to establish a base line against some of these indicators.

Specific Performance Indicators	Now
Spend per head in target age range	£37.63
Per contact (Budget/total contact)	£10.54
Number of personal and social development opportunities/activities offered to young people in target age range	Total number of sessions delivered = 6,564 sessions 01/02
Number of personal and social development opportunities offered to young people lasting between 10 – 30 hours with recorded outcomes	Data not available
Number of personal and social development opportunities offered to young people lasting from 30 – 60 hours and leading to an accredited outcome.	Duke of Edinburgh 720 B2E Programmes 66 YAA 54 Total 840 young people 01/02
Number of young people supported who are at risk	Contacts level through Positive Futures (first six months 02/03) Different young people = 320 Total number of contacts = 3489

The Service is also able to provide a base line which indicates the present contact levels with young people broken down by age, gender and nature of the work.

	13 – 19 Different Young People			13 – 19 Contacts		
	Male	Female	Total	Male	Female	Total
Local Authority						
Clubs	154	114	268	2099	1645	3744
Detached	117	37	154	804	290	1094
Projects	326	420	746	3029	2337	5366
Schools	406	767	1173	6216	11931	18147
Total	1003	1338	2341	12148	16203	28351
Voluntary						
Clubs	107	34	141	2696	1357	4053
Detached	89	160	249	1111	564	1675
Projects	353	271	624	1400	1311	2711
Schools				16	25	41
Advice and Information	286	322	608	659	1066	1725
Total	835	787	1622	5882	4323	10205
Grand Total	1838	2125	3963	18030	20526	38556

The proposed new service delivery model will reflect the specific performance indicators in the following ways.

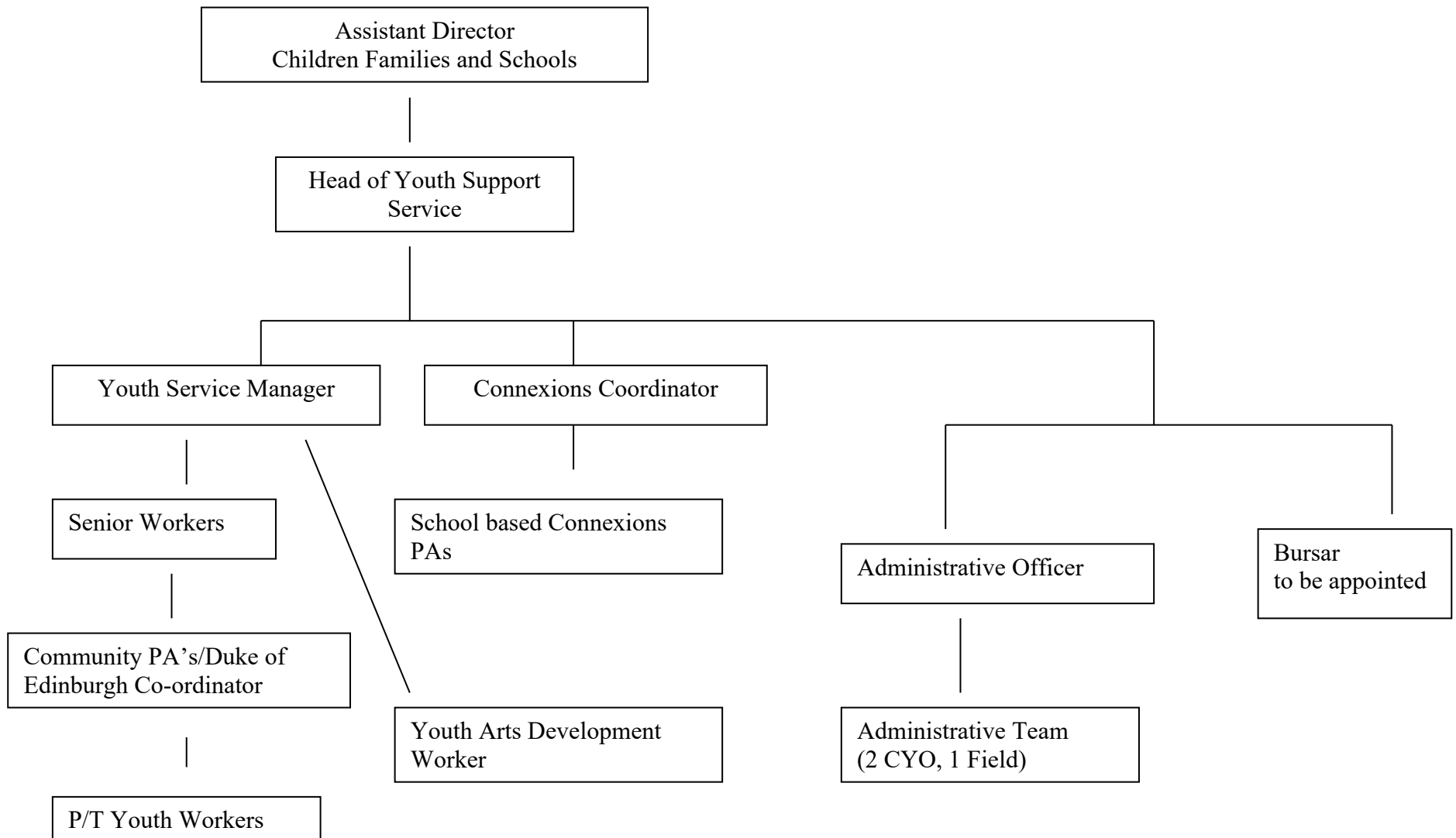
NOW	FUTURE
▪ Spend per head in target age range	Growth of funding by delivery reflecting targets & NYA standards, subject to overall department budget planning.
▪ Number of personal & social development opportunities/activities offered to young people in target age range.	Increased number of sessions each centre used. Outreach Work.
▪ Number of personal & social development opportunities offered to young people lasting between 10 & 30 hours with a recorded outcome.	Growth of training programmes. Accrediting good youth work. Junior Youth Clubs delivered by young people & Community Volunteer.
▪ Number of personal & social development opportunities offered to young people lasting from 30-60 hours & leading to an accredited outcome.	Increase training programmes and supporting access to training providers.
▪ Number of young people supported who are at risk.	Targeting Project Groups & Detached Work.

Staffing

The Youth Support Service will, be acting as a service provider, adviser, contractor and contracting body. The Service will have doubled in its service provision in a two year period. To support this provision, there is the need to develop the management and administrative team to provide a quality service. This would require:

- Development of the administrative team through the appointment of an Administrative Officer and a team of 3 staff who will provide central support for all workers and a worker providing one day per week support for field workers
- Development of a central management team to provide a comprehensive structure for all aspects of the enlarging Youth Support Service.
- Appointment of an operational Manager for the Youth Service and for the Connexions Service and a review of the training programmes developed within the departmental branch with the potential appointment of a Training and Development Officer who would develop and support training for staff working with children and young people throughout the department.

Youth Support Service Structure Diagram



c. Accommodation and Outlets Used

The Youth, Support Service has 5 youth centre delivery points, contracts with 7 voluntary organisations and a further range of projects including outreach and detached work.

The building based provision is provided by the youth centres of Hangleton, Patcham, 67 Centre, Whitehawk and Portslade Community College Village Centre for the LA and Woodingdean, Brighton Youth Centre, BECCA and Hove YMCA for the voluntary organisations. Other focussed providers are the Hangleton and Knoll project, Central Brighton projects, Queen's Park and Craven Vale, Turner and Millner, Hollingdean, Odyssey project and the Young People's Centre and the Youth Advice Centre which provide a One Stop advice and information provision.

There will be an audit and review of premises to ensure that all Youth Service activities are delivered at appropriate venues. The management team for the Service is now all based at Carden Youth Office.

7 Programmes and Activities

The Youth Support Service will achieve its aims and objectives including contributions to Connexions targets through a carefully designed programme of activities which will be monitored and evaluated using the Service's quality assurance model. This process entails setting clear targets and outputs for each session delivered, which is recorded. The senior workers provide monthly monitoring reports which support a reflective evaluative process and adapt future work based on this evaluation. The process also identifies key issues and develops positive responses to the issues raised.

Appendix 12 contains copies of the monitoring and recording forms.

SECTION C: Involving young people

1. Introduction

The Youth Support Service is committed to involving young people in decision-making, in promoting citizenship and in local democracy. All youth workers carry responsibility for delivering participative work with young people.

During 2003-2006 the Youth Support Service will develop a range of activities to achieve our goals for young people's participation at youth centre and whole-service level. This will include developing the capacity of the staff through training.

2. The Youth Support Service and Connexions – A model for involving young people

Two of the eight key principles underpinning Connexions, which have been adopted by the Sussex Connexions Partnership, apply to involving young people:

Principle 3 “taking account of the views of young people – individually and collectively as the new Service is developed and it is operated locally”

Principle 7 “extending opportunity and equality of opportunity – raising participation and achievements for ALL young people, influencing the availability, suitability and quality of provision and training awareness of opportunities”

The Connexions Board has agreed a five-point strategy for involving young people in the design and delivery of its service.

The Brighton & Hove Youth Support Service, as a partner within the Connexions Partnership, has adopted this strategy and has used it to inform the planning and creation of the new model of service delivery. In addition, the Youth Support Service will adopt the draft Youth Charter prepared by Sussex Connexions and extend it to all young people engaged with the Youth Support Service.

(See the draft City Youth Service charter at **Appendix 13**)

Here by Right (See **Appendix 14** Here by Right Recommendations) – LGA/NYA publication ‘Setting standards for the Active Involvement of Young People in Democracy’ – July 2001 proposes key principles which have been adopted by the Connexions Partnership and Youth Support Service:

- Active involvement is seen as a key element of accountability
- The diversity of young people is recognised
- Young people are valued
- Involvement is underpinned by adequate resources of expertise, time, money, organisations systems and processes

- There are systems and processes for evaluating and continuously improving young people's involvement.

The Youth Support Service will follow the model, devised by Sussex Connexions with contribution by the Youth Service, which recommends that these principles of good practice will underpin the development of our work with young people.

The development of a Youth Charter

It is vital that the involvement of young people is well managed, supported and resourced to ensure that the Youth Support Service's relationship with young people is a meaningful one. At the heart of this relationship is the Youth Charter, which will set out how young people will be fully involved, including what they can expect and how they are involved in affecting key decisions about the planning and implementation of the service.

The Strategic Role of Young People

Young people will decide for themselves how and where they wish to be in the organisational structure. They will have the opportunity to link with the Service directly through local centres, forums or shadow decision making and consultative groups for the Service. Young people will also play a pivotal role in local focus groups, looking at key specific issues for young people such as Black and Minority Ethnic, Special Needs, Homelessness and so on.

Linking to existing structures. We want as many young people as possible to have access and input to the decision-making processes of the Youth Support Service. We will target the most hard to reach young people to ensure that those for whom the Service is provided are enabled to influence how it is delivered. Through its work with partners from both the statutory and voluntary sectors, the Youth Support Service will ensure that every organisation involved in delivery of services as part of the 'New Model' can clearly demonstrate how they are involving young people in the design and evaluation of those services. All Local Authority centre advisory committees will have 50% representation by young people aged under 25 by the end of the 03/04 financial year

Young people's involvement in recruitment and selection. Young people will be trained in recruitment and selection so that they can be involved in recruitment processes for members of staff throughout the Service by 09/04.

Continuing involvement of young people. The Youth Support Service will monitor and review how it engages with young people on a regular basis to ensure that the Service we deliver to young people is appropriate and accessible to them. The starting point of this process will be for work programmes to audit their work against the ladder of participation and benchmark their work to plan for the movement to maximise young people's participation.

3. Coalition4Youth

Youth Support Service has line management responsibility for Coalition4Youth (C4Y)

Over the last 4 years, with the support of funding from a variety of sources including SRB6, Brighton & Hove Council, the PCT, the DAAT, National Children's Bureau, Children's Fund and Teenage Pregnancy Local Implementation Group, C4Y has been trying to improve the approach locally to consulting and involving children and young people across all council services.

C4Y has had a staff team of 4 full time and 4 part time workers since April 2002 who have been working together to revitalise C4Y's aims, values, commitments and vision. Over the next year, the relationship and management position of C4Y and its growing relationship to the Children Rights service will be reviewed and implemented. The Principles of C4Y are included in the **Appendix 15** and the Declaration of Purpose in **Appendix 16**

SECTION D: EQUALITY AND DIVERSITY

The Youth Support Service places equality of opportunity at the centre of its work and this is also reflected in both the Corporate and Directorate development plans. During the last year (2002-2003), the Service has developed an anti-homophobic strategy and implementation plan, an anti-racist strategy and action plan and an anti-sexist strategy and action plan. All three of these strategies are based on the belief that youth workers are committed to equality of opportunity and are expected to challenge oppression and inequality. The Service has a goal to provide an adequate and accessible service that is universally available to all young people.

It is an accepted fact that the Service is currently not addressing all the needs of young people in the City. These strategies represent attempts to try and redress the balance and to enable the Service to begin to meet the needs not currently being met by looking at ways in which we can provide environments where safe constructive and rewarding experiences can be developed.

Although it is recognised that the Service has considerable work to do to tackle the needs of all young people in the City, significant success has been achieved in many areas of the Service's work, especially in addressing the needs of BME young people. For example, in 2002 the Youth Service was a lead partner in an award-winning anti-bullying piece of work with BME young people.

In the period 2003-2006, the existing strategies relating to equality and diversity will be continually reviewed and redesigned to reflect the needs of young people. The re-structuring of the Youth Support Service to meet the Transforming Youth Work and Connexions strategic goals presents an opportunity to place equality and diversity work in contexts relating to education, training and employment work with young people.

The principles and practices upon which the existing equality and diversity strategies have been created will be used to inform their application in the new model of delivery for the Youth Service in the period 2003-2006.

The complete Anti-racist, Girls and Young Women's and Anti-Homophobic Strategies that were created in 2002 are attached to this plan as **Appendices 17, 18 and 19**, to illustrate the starting point that will be used by the Service in creating dynamic equality and diversity policies and practices in the period 2003-2006.

Each of the strategies deals with:

- Recruitment of staff
- Training and staff development
- The physical environment in which we operate
- A code of practice for all staff

- The programmes of work delivered

The strategies reflect both the Service and Council policy of adopting a community development approach to the work. Many individuals and groups mistrust formal structures, procedures and organisations. It is important that we listen and take account of the views of the members of communities as well as the views of young people themselves. During 03 - 04, an audit will be undertaken of all services and this will identify areas of work needed to acknowledge the unmet needs and to change programmes accordingly.

The process will need to continue as an ongoing commitment to equality of opportunity and be reflected in changing programmes within the new service plan. The three existing strategies show the present level of understanding and set out the baseline that will inform future developments. Various elements of these strategies are reflected and drawn upon to inform many other areas of this delivery plan and the new model of service delivery that will be fully implemented by September 2003.

Senior management responsibility for review and future management and implementation of the equality and diversity strategies and actions will be under the overall leadership of the Head of Service. Equality and diversity principles and practices are priority areas for each of the service managers reporting to the Head of Service.

At an operational level, the responsibility for specific strategies relating to BME, girls and young women and anti-homophobic work will rest with Level 3 workers.

Audits and consultation exercises will be carried out from time to time amongst specific groups of young people.

Personnel development actions for the period 2003-2006 include a commitment to undertake and regularly review the workforce profile in respect of gender, ethnicity, and disability at all grades.

Initiatives to consult and build capacity in voluntary and community groups reaching excluded communities will continue as partnerships with the voluntary and community sector continue to develop in the period 2003-2006.

New projects and improvements planned for 2003-4 to address the needs of socially excluded groups and the equalities agenda will be introduced within each of the senior worker work plans for the year and will feature in the updated action plans for the BME, anti-homophobic and gender strategies.

SECTION E: QUALITY AND STAFF DEVELOPMENT

1. Introduction

The Youth Support Service is an integral part of the Children, Family and Schools Directorate of the Local Authority and works within the Council's policies and guidelines. The Council's Corporate Health and Safety, Child Protection and Data Protection guidelines are all applied to the Youth Service. In addition, the Service has over the last year developed its own guidelines related to particular aspects of practice.

During the coming year, there is a need both to review existing guidelines and also to produce new guidelines to reflect changes in legislation and programmes delivered. These guidelines also need to be agreed within the Connexions Service.

The Service manages the Duke of Edinburgh Award Scheme and holds the Adventure Activities Licensing Authority through which work guidelines for residential events and adventure education are agreed in association with the Council's Corporate Health and Safety section.

During the last year, the Service has reviewed and developed its monitoring and recording system. This work has aimed to produce a professional and active reflective practice review used by all staff and advocated for use by all voluntary sector providers. This policy has also aimed to standardise the understanding and use of language and terminology in descriptions of work with young people.

2. Data collection, analysis and monitoring.

The Youth Service is constantly updating its data collection, analysis and monitoring methods and tools. The NYSIS system has been adopted and is reflected in all current monitoring and recording materials.

See **Appendix 12: "Monitoring: Advice and Guidance for City Youth Support Service Staff** for detailed examples of the Service's current monitoring and recording materials and systems.

Monitoring system development in the period 2003-2006 will include:

- Integration of existing systems with the information collection and analysis tools being developed for the Connexions initiative. The aim will be to ensure that the Youth Service can accurately track and record all achievements and contribute towards Connexions targets.
- Benchmarking for the Youth Service's educational work outputs and outcomes in liaison with education staff within the Directorate.

- A major audit of all Youth Service activities and systems will be undertaken in order to arrive at an accurate baseline against which NYA performance measures, indicators and standards will be introduced and evaluated. Subsequent years will see annual statements that detail specific performance measures and targets using the new NYA standards as a reference point.

3. Training and Staff Development

The Youth Service has set the following aim, objectives and desired outcomes for training and staff development in the period 2003-2006:

AIM

To ensure staffing arrangements are able to support expansion and challenge in response to priorities, national, county and local initiatives

OBJECTIVES

The service will organise and develop arrangements in order to

- Recruit and retain well qualified and skilled staff including volunteers
- Ensure recruitment and selection arrangements are effective and efficient
- Ensure employment, training and support packages for staff are supportive, encouraging staff to develop relevant skills and abilities
- Review conditions of service to ensure compliance with current legislation and corporate policies
- Ensure learning opportunities are in place to improve and develop skills and qualifications of all staff
- Provide training and staff development opportunities to other organisations delivering youth work
- Develop a directorate training strategy for the initial training for staff working with children and young people

OUTCOMES

As a result of focusing initiatives on recruitment, support, training and staff development, youth work and support staff will

- Be motivated and committed to the service
- Be attracted to youth work appointments
- Be keen to develop appropriate skills, abilities and experience
- Value the contribution to the Service of all staff including volunteers
- Develop a team culture within both the Youth Service and the directorate
- Help to improve the quality of youth work in other organisations
- Create opportunities within a range of services to children and young people

See the attached training and staff development action plan at **Appendix 20** for a detailed description of the interventions planned to deliver the training and staff development programme in 2003-2004. This will be annually updated.

4. Quality

The Youth Service is committed to constantly seeking to define and enhance quality standards in all aspects of its work.

The new model of service delivery to be fully operational by 2004 provides an opportunity for the Service to review and refresh its quality assurance methods and systems.

NYA Standards of Youth Work Provision

The major vehicle for the analysis and planned enhancement of quality for the Youth Service in the period 2003-2006 will be work towards the NYA Standards of Youth Work Provision as outlined in the "Resourcing Excellence in Youth Services" document.

Many of these Standards represent especially challenging benchmarks for a Youth Service such as that of the City of Brighton & Hove, with its relatively low "critical mass" in terms of resources and staffing in comparison with other authorities in the county, for example.

However, the City Youth Support Service's management ethos is to challenge the staff and partners by setting realistic but tough targets and standards for all aspects of its work. Experience has shown us in the City that this is the most likely route to exceptional achievement and raised standards and quality.

Actions for analysing and raising quality will begin with a basic and thorough audit of all aspects of the Youth Service's work so as to establish a baseline against which to measure progress towards achieving the benchmarks as set out by the NYA.

This audit will take place by September 2003 and, as a result, targets will be set for actions against each of the areas of standards outlined by the NYA. Performance against these targets assessed against the NYA standards will be reviewed and targets reset in each of the years from 2003-2006.

Ofsted and the Self-assessment Schedule

This standards audit will also be informed by the Ofsted inspection model and will include an assessment along the lines of the self-assessment schedule described

by Ofsted. Self-assessment monitoring will take place each year in the period 2003-2006.

The City's Youth Service received a full Ofsted inspection in 1998 and is not expected to receive another full inspection in the period 2003-2006, but the Service is determined to ensure that it applies the Ofsted criteria rigorously as a further method of measuring and evaluating performance and quality enhancement.