

# The Local Authority

# Youth Service Plan

# LEICESTER

# 2003 - 04

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# Leicester City Council Youth Service Plan 2003-04

## 1. Introduction

Leicester City Council set up the Lifelong Learning and Community Development Division in 2001, following an extensive process of review and reorganisation. The Assistant Director was appointed in June 2001 to lead a Division comprised of Children's, Youth, Adult Learning Services and Community Development. The Principal Youth Officer was appointed in September 2001.

Leicester City Council approved its first unifying Youth Work Strategy for the city in July 2002. The document went through several draft stages prior to its final approval at Cabinet in July. In March 2002 it was sent to a wide range of stakeholders, described below in the section on Working in Partnership, and was quite considerably amended as a result.

The strategy brought together national drivers and priorities, local authority priorities and an analysis of the "current shape" of the Youth Service against the demands of these two sets of priorities, within the context of a Strategic Community Learning Plan for the Lifelong learning Division.

### a) Consultation within department and involvement of Partners

The following elements were some of the important stages in arriving at the Youth Work Strategy, service priorities and the Youth Work Plan, within the clear agenda that has been emerging nationally for Youth Work.

Whilst producing the city's Youth Work Strategy, the Principal Youth Officer has undertaken numerous visits to youth work provision, had individual discussions and meetings with managers within the division, Principals of Community Colleges and Headteachers, Leicestershire Council for Voluntary Youth Service, Education and Social Services colleagues, Connexions Service, the Youth Offending Team, the Drug & Alcohol Action Team Co-ordinator and involvement in the production of the Education Department Plan.

A Youth Work Conference facilitated by Mary Marken was held in November 2001 for Full-Time Youth Workers and other stakeholders, which provided an analysis of the state of play in the Youth Service at that time.

Part-Time Youth Worker training/consultation days in May and June 2002 gave an insight into the issues and needs of Part-Time Workers.

The Youth Strategy and priorities for the service have been discussed with the division's Senior and Extended Management Teams and the City-Wide Youth Work Forum, which includes statutory sector youth workers and some of the voluntary youth organisations in the city.

The production of the Youth Work Strategy involved a wide, formal process of consultation with stakeholders and partners in March 2002 and feedback was incorporated before the final version was approved by the City Council in July.

The Principal Youth Officer has also been working closely with Government Office, which plays a high profile role in the co-ordination of Local Authority Youth Services with the development of the Connexions Service.

In October 2002 a consultation day, on the Youth Work Strategy, was held with young people drawn from the city's Young People's Council, UK Youth Parliament Members and members of the Connexions Shadow Board. They considered a number of themes that they felt were most important to them and provided valuable feedback on issues such as improving publicity and opening times of provision.

Also in October 2002 a conference, on the Common Planning Framework and Youth Work Plans, was planned by the City and County Youth Services, Connexions Chief Executive and the Chief Executive of Leicestershire Council for Voluntary Youth Service for a wide range of public, voluntary sector partners and Connexions Service managers.

Of particular value were the discussions on cross-cutting targets and improving partnership working which will be discussed further in the context of the Connexions Service development.

This conference was held both to inform partners of the current position and to involve them in the process of producing the first plan under the new planning framework. It has been agreed, with the 45 delegates that attended, that the first draft will be sent to them (and others not present), at the point that it goes to Government Office, and feedback to be given and incorporated before the final version is completed.

The Leicester City Council Youth Service Plan for 2003-04 is informed by a comprehensive range of strategic themes, the Youth Work Strategy and the learning gained from the above processes.

NB All of the organizations listed in section 5(p) of this plan, and many more besides, have been sent copies of the draft plan for consultation.

## 2. Strategic Objectives

### a) The Strategic Community Learning Plan

The Youth Service in Leicester is located within the Education Department's Lifelong Learning and Community Development Division. As such, its plans have been formulated within the overarching framework of the division's plan, which is the Strategic Community Learning Plan (SCLP).

The Division is operating in a local, regional and national context characterised by the Government's drive to:

- Secure higher educational achievement throughout the population (leading to greater flexibility, higher levels of employment and competitiveness)
- Improve the quality of public services (in particular to improve their leadership, management and evidence of quality in delivery)
- Strengthen the voice of citizens and services users in the design and delivery of public services.
- Improve the connections between service providers through various forms of partnership
- Widen participation in learning
- Use learning to help rebuild and regenerate local communities

The SCLP sets out the purpose and direction of the Lifelong Learning and Community Development Division of Leicester City Council for the period 2002-2007. It identifies strategic objectives that provide the basis for clear target setting for each service within the Division.

In turn the SCLP is linked to the wider plans of the Education and Lifelong Learning Department which link with the corporate plans of the authority as a whole. A diagrammatic representation of this is attached as Appendix 6 (Education and Lifelong Learning Planning Framework).

This provides the clarity of vision and objectives that are essential to enable the Division to provide a high quality service to the people of Leicester, making the best use of all available resources. It provides the integrated framework that joins together service development plans for Children, Young People and Adults, each of which sets out its own specific targets.

The development of a Children's Preventative Strategy and Children's Trusts has considerable significance for the work of the Youth Service, particularly with regard to its targeted work with priority groups. A recent development has been the creation of a strategic group within the Education Department that aims to ensure a link with the officers engaged in high level discussions between Social Services, Health & Education. The Lifelong Learning and

Community Development Division is represented on this group by the divisions Director, the Principal Children's and Principal Youth Officer.

## **b) Lifelong Learning & Community Development Division**

### **The Mission**

We will work with our partners promoting equality and inclusion through complementary and integrated provision, to enrich the lives of people in Leicester enabling them to be:

- Effective learners
- Healthy and confident individuals, and
- Empowered citizens.

### **The Vision**

- Within 5 years we will :
- Be a higher performing, learner-centred service
- Be a valued and active partner
- Be engaged with all Leicester's communities
- Be sufficiently resourced to meet our objectives
- Have a skilled, motivated and reflective staff, representative of the communities we serve.

## **c) National & local drivers - on the division as a whole**

What follows is a brief summary of a much more detailed description to be found in the Strategic community Learning Plan (SCLP). These are key factors in determining the direction of the service.

### **Strong local leadership: quality public services**

The Local Government White Paper "Strong local leadership: quality public services", published in January 2002 sets out a new vision for local government, working in partnership with central government and leading the delivery of high quality public services.

The Youth Service has committed itself, in its Youth Work Strategy and its Transforming Youth Work Plan, to placing major emphasis on improving the quality of its services to young people, against the OFSTED Inspection Framework.

### **Inspection and best value regimes**

Government is determined to drive up the standards and performance of public service providers. It has two main tools to achieve this: the Best Value regime and a parallel regime of statutory inspection by a range of different inspection bodies.

The Youth Service in Leicester has been scheduled for involvement in a Best Value Review in 2004.

### **The National Strategy for Neighbourhood Renewal**

This set out a vision that within 10-20 years no-one should be seriously disadvantaged by where they live.

The Youth Service has recently submitted a bid to Neighbourhood Renewal Fund for additional staff capacity to focus on reaching and working with the service's priority groups in the poorest wards of the city that are less well-served by the Youth Service. This will be part of the Youth Service's contribution to the Connexions Service in 2003 –04.

The Youth Service is also to take the lead in 2003-04 in an NRF Pathfinder Project to focus on the needs of young people on outer estates of the city from the perspective of Community Cohesion. This will be a project developed within a wide partnership of public/voluntary sector providers. For further details on both these projects see the section on Targeted intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion).

### **Revitalising Neighbourhoods**

Leicester has three SRB programmes, a New Deal for Communities programme (in Braunstone) three Sure Start programmes; and an Education Action Zone and a Sports Action zone. Leicester as a whole is a Health Action Zone and contains a number of areas eligible for European Union objective two and three funding. Leicester also receives money from the Neighbourhood Renewal Fund.

Central to Revitalising Neighbourhoods will be the establishment of Neighbourhood forums across the city designed to represent the views of local people, scrutinise local decision-making and funding allocations, develop local area plans, and act as a focus for local partnerships. The Youth Service is prioritizing the development of more local Youth Forums as part of that strategy. See the section on Developing the Voice of Young People (Involving young people) for detail.

### **Partnerships & partnership working**

Working with and through partnerships is a major strand of current government policy.



The Youth Service has recently seen a considerable upturn as a partner of choice in Community Cohesion, provision for Excluded Pupils and Anti-Social Behaviour. More detail is set out in the section on Targeted intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion)

### **Leicester Community Plan**

The Community Plan prioritises six broad themes which will inform and influence all other plans and programmes in the city over the next five years:

- Diversity
- Community Safety
- Education
- Health and Social Care
- Environment
- Jobs and Regeneration

Within the Education strand, the plan endorses action to support opportunities for lifelong learning and community regeneration by increasing access for all and particularly those from disadvantaged groups and communities. It proposes increased attention to promoting the importance of education and the value of a positive attitude to learning and achievement.

Within the Jobs and Regeneration stand, the plan proposes the development of a lifelong learning strategy as part of the goal of creating sustainable communities. The focus is particularly on disadvantaged groups and deprived neighbourhoods. A further economic goal envisages a strategic approach to employment and training involving a wide range of public and private partners.

### **Democratic Renewal and re-structuring**

See the section on Developing the Voice of Young people for a detailed description of this priority area for the Youth Service

### **Equalities frameworks and legislation**

Leicester City Council is committed to addressing issues of unfair discrimination and inequality and to creating equality of opportunity.

The council works within the existing framework of legislation and policy which includes the following recent developments:

As part of the City Council the Youth Service is committed to addressing unfair discrimination and inequality and to creating equality of opportunity. A more detailed statement of the youth service's commitment, and its priority groups, is set out in the section on Equality and Diversity

## **Social Inclusion policy**

The UK National Action Plan on Social Inclusion 2001 – 2003 highlights four main priorities:

- Ensuring wider participation in education, training and employment (and fair access to other public services).
- Preventing the risk of exclusion
- Targeting help towards the most vulnerable
- Mobilising all relevant bodies to work together - effective partnerships

These priorities have had a significant bearing on the future development of the Youth Service in Leicester.

## **Diversity and disadvantage in the City**

Leicester is one of England's most diverse cities and contains wide variations of wealth and deprivation. The Council is determined to focus resources on those most in need and to address the issues of diversity and equality of opportunity.

The Division will need to be able to map its service provision very clearly against indicators of need and diversity to help it to demonstrate its effectiveness in this area.

## **Community Cohesion strategy**

Leicester City Council has been invited to prepare a local community cohesion plan that will combat fear and ignorance of different communities.

The Youth Service is playing an integral and effective part in that plan to meet the following overall strategic objectives:

- An improvement in community cohesion for the local area
- A reduction in racial tension and conflict
- More equal opportunities for all sections of the local community
- Creating value from the diversity of the local community
- Adding to the quality of life and sense of well being

## **School improvement and raising standards of achievement in Leicester**

The Education Development Plan focuses on school improvement & raising standards of achievement in the City as a matter of urgency and importance. The LEA was identified by DfES as the fastest improving LEA in 2001. However, the City still falls short of key government targets and indicators.

The plan was praised in the Ofsted re-inspection of the LEA in 2001. Ofsted reported substantial progress from their previous inspection. However there were a number of priorities for further action which directly affect the Division. These include:

- Developing a clear strategy for social inclusion
- Building partnerships with local communities
- Focus on issues specific to Leicester – ethnic minority involvement
- Improving communications with different communities

Leicester qualifies for Excellence in Cities and is pursuing three main strands under the initiative: Gifted and Talented; Learning Mentors and Learning Support Units.

From the above drivers, the Local Authority priorities that particularly informed both the Youth Work Strategy and this plan are :-

- Community Cohesion /Cantle Report
- Social Inclusion
- Raising Educational Standards
- Revitalising Neighbourhoods

**Other more specific National Drivers & Government Priorities taken into account in setting out a Strategy for the Youth Service in Leicester were**

- Report to the Social Exclusion Unit of the Policy Action Team 12 on the needs of Young People
- Connexions Service Planning Guidance
- the "Transforming Youth Work" agenda (which includes the active Voice of Young People and work targeted at vulnerable/disengaged priority groups)
- The Standards of Youth Work provision now being recommended in the "Resourcing Excellent Youth Services" DfES (Dec. 2002)
- Role of the Statutory Youth Service in Connexions Service ( Dec. 2001)
- the revised OFSTED inspection framework
- Anti-Social Behaviour and Community Safety

### **3. The Local Context**

Leicester has a population of 293,000, which is predicted to rise to 330,00 by 2021.<sup>1</sup> The city is ethnically diverse, multi-cultural and includes some areas of considerable affluence and many areas of significant deprivation. 13 wards in the city score in the highest 10% nationally for all indices of deprivation.

The data that follows in this section is drawn predominantly from that set out in the division's Strategic Community Learning Plan (some of it is not yet age specific to the Youth Service age range).

At a recent Connexions Business Plan meeting this data was shared with other agencies and Connexions managers. This process revealed **discrepancies in the figures held by different services on the same subject**; e.g. 13-19 population (via school rolls or census) and numbers of Looked After Children. It was agreed that the challenge will be to harmonize this data via Connexions, which will be addressed for the final version of this plan.

The data included on Teenage Pregnancy, Looked after Children (@ March 31 2002) and Youth Offending figures were agreed at that meeting.

#### a) General population data

Over half of Leicester's children live in over-crowded households compared to a national average of 11%. Just under one in five of Leicester's children live in households headed by people in the higher social groupings compared to a national average of just under one in three (31%).

#### b) Ethnicity

The population breaks down as shown below (1991 census):

	Leicester		UK
	Numbers	%	%
White	193,502	71.5	94.5
Black	6613	2.4	1.6
Indian	60,297	22.3	1.5
Pakistani	2644	1.0	0.9
Bangladeshi	1053	0.4	0.3
Chinese and Others	6384	2.4	1.2

The arrangement of wards into clusters by the Division has created an uneven distribution of deprivation scores in each cluster and between the clusters. The Division will need to be careful in its collection and use of data so as not to mask pockets of deprivation (and affluence) through aggregation.

<sup>1</sup> Source: ONS

The ethnic mix of the city is not evenly divided between wards. In some (eg New Parks) the vast majority of the population is white. In others the vast majority is Asian (eg Spinney Hill). Any effective strategy to tackle social inclusion must take account of the overlay of the location of the different minority communities with other socio-economic data. The development of a Social Inclusion Strategy for Leicester (reporting later in 2002) should provide the Division with further data on which to plan its activities.

Over the last two years there has been a significant movement of people of Somali origin in to the city and more recently of people of Iraqi origin. Between September 2001 and December 2001 the number of Somali pupils at City schools rose to 827, representing 2% of the school population (4-16 years).

### c) Age

The population had the following overall age structure in 1991:

Age	Number	%	UK%
Pre-school: 0 to 4	21833	8.1%	6.6%
School age: 5 to 9	20069	7.4%	6.3%
10 to 15	20617	7.6%	7.2%
Working age: 16 to 19	13961	5.2%	5.3%
20 to 29	48407	17.9%	15.4%
30 to 39	37985	14.0%	13.9%
40 to 49	28613	10.6%	13.5%
50 to 59	24392	9.0%	10.6%
Male working age: 60 to 64	6052	2.2%	2.5%
Female retirement age: 60 to 64	6684	2.5%	2.7%
Pensionable age: 65 to 74	22946	8.5%	9.0%
75 and over	18934	7.0%	7.0%

On these figures, Leicester has a relatively youthful age profile compared to the national average.

As part of the most recent National Youth Agency (NYA) Audit, the following more youth work-specific population figures were identified :-

Age	Number	%	UK%
13-19	28510	10.5%	
11-25	66720	24.6%	

These figures represent 2001 mid year estimates.

### d) Labour Market and Youth Unemployment

The number of young people in the city not in education, employment or training (NEET) in October 2002 was 3520. N.B.This figure, supplied by Connexions Service, fluctuates both daily and seasonally.

Unemployment as a whole in the city stood at 6.1% in November 2001 (compared to the national average of 3.1%). However in two wards unemployment stood at over 15%, with a third at 12.5%. In all three of these wards the level of unemployment has remained high since the census of 1981, indicating that it is of a persistent nature.

**e) Index of Multiple Deprivation 2000**

This provides the ward-by-ward figures and the relative ranking position out of the 8418 wards in the country. A very detailed analysis of this information is set out in the Strategic Community Learning Plan(SCLP) and is therefore not included here for the sake of brevity. However, see the section Main Conclusions below for an analysis of its implications. Also see Appendix 1 for details of the range of deprivation/needs indicators used to inform the Cluster planning process.

**f) School achievement**

The statistical data on the performance of City children and young people against key government indicators shows a pattern of varied improvement. Good progress was made towards the Key Stage 2 targets in English and Maths up to 2000, but the improvement dropped off slightly in 2001. The authority expects to meet its maths target for KS2 but expects to fall 3% below the English target.

Figures for school achievement (2001) are shown below:

	<b>Achievement Rates</b>			
	National 2001	Leicester 2001	Derby 2001	Nottingham 2001
Key Stage 1 - Reading	84.0%	76.0%	84.0%	74.0%
Key Stage 2 - English	75.0%	64.5%	71.3%	61.9%
GCSE 5+ A*-C	50.0%	36.9%	43.0%	30.3%
GCSE 5+ A*-G	88.9%	82.1%	88.3%	76.7%

**Source**

Key Stage 1 - National Curriculum Assessment of 7,11,&14 year olds 2001

Key Stage 2 - Performance Table 2001

GCSE Results for Young People in England 2000/01 (provisional)

## g) Achievement Rates

	Cluster Average						
	1	2	3	4	5	6	7
Key Stage 1 - Reading	70%	78%	71%	70%	84%	79%	76%
Key Stage 2 - English	56%	70%	66%	60%	67%	65%	64%
GCSE 5+ A*-C	36%	53%	20%	26%	46%	47%	21%
GCSE 5+ A*-G	85%	95%	79%	84%	91%	90%	64%

## h) Special Educational Needs

As at November 2000, 4.3% of children in Leicester schools had SEN statements, 21.8% of children had special needs but without statements and 1.4% of children were in special schools (including residential and independent). This represents a gradual fall in the special school roll as well as a steady gradual reduction in the number of pupils with statements.

## i) Looked After Children

Between 2000 and 2001 the City provided education to 317 looked after children. The performance of these children in education is improving but is still below the levels of the City's statistical neighbours. E.g. Average percentage of pupils leaving care at 16+ with at least one Grade A\*-G GCSE was 20% in the City compared to 34% for statistical neighbours and 37% nationally.

### Looked After Children Information

	National	Leicester	Derby	Nottingham
Looked After Children for at least one year	42200	317	335	431
Preschool aged Looked After Children 5 years old & younger	7500	87	77	121
Looked After Children aged 6 to 9 years old	9000	88	45	86
Looked After Children aged 10 years and older	25700	142	213	214

**Source:** Department of Health September 2000

Looked After Children (13-18 yrs olds) in 1 year @ 31 March 2002 was 154  
(**source:** Leicester Social Services)

## j) Teenage Pregnancies

Between 1995-97 there were 926 live conceptions (13-19 yrs).

Since then, in the 15-17 age range, there has been a pretty stable average of 200 live births and 100 terminations per annum (source: Teenage Pregnancy Co-ordinator)

#### **k) Youth Offending**

In the nine months January to September 2002, the Youth Offending Team (YOT) worked with 1011 Youth Offenders.

#### **l) Schools Population**

Out of a school population of 44,000 in 2001:

- 15,931 came from a minority ethnic background
- 26.4% of Leicester's primary school children and 22.9% of secondary school children were eligible for free school meals
- 9,787 pupils were on the SEN register
- 518 pupils were classified as vulnerable in 2001.

All these percentages are well above national and statistical neighbour averages.

The City has a higher than average rate of school exclusions: 134 permanent exclusions in 2001 (compared to 124 in 2000). The target figure was 88 per year.

The City falls below the national and statistical neighbour averages in school attendance. Six out of ten primary and four out of ten secondary schools were judged to have poor attendance in 2000.

#### **m) Assessing the Division's spend against need and school achievement**

The spend by the Division is split between children (0-12), young people (13-19), adults (18 upwards) and community development. It has developed over time and represents a mix of history, prioritizing of need and political decisions. The Division has mapped its spend in each cluster for each of the four groupings against:

1. Indices of Multiple Deprivation – standardized scores reflecting need across the country
2. Achievement at KS2 – a proxy indicator for school standards and achievement.



The results are of interest and will be taken into account for planning purposes, but should also be treated with some caution in their interpretation. The tables are reproduced in Appendix 2 of the Strategic Community Learning Plan (SCLP).

#### **n) Main conclusions**

The current spend does not correspond to mean levels of deprivation by cluster. Total spend per head ranges from just over £40 in cluster 5 to around £110 in cluster 7. The rank order of the clusters by spend is 7, 1, 4, 2, 3, 6, 5. The rank order by deprivation indicators is 4, 7, 1, 2, 3, 5,6. However as each cluster contains a mix of wards with both comparatively high and comparatively low deprivation scores, the mean score may be misleading.

The spend on children resembles deprivation scores most closely. Spending for youth and adults shows a slightly more inconsistent pattern. Community spending appears to be the most inconsistent with the deprivation scores.

There does appear to be a general tendency to be spending slightly more per head in those clusters with greater need.

The Division does not at present have the means to identify spend per ward. This might overcome the distortions caused by aggregation across the clusters. The data on spend is either broad geographic area (cluster or city wide) or specific centres. This does not tell much about who actually uses the services. If the Division aims to be more transparent and accountable it will need to develop systems to provide data on where service users themselves live. This would help move the data from input focus to output.

Building a picture of how the Division's spend is allocated will also need to take account of other spending in each cluster and ward. The data on services to children appears to show a patchwork of provision, but this may also reflect other providers' services.

The spend against KS2 achievement suggests a different pattern for the 10-19 year olds than for 0-15 or 20+ age groups. Spend is highest in clusters 7,1, and 2 as opposed to 4,7,1 for children and 1,4,7 for adults. Also the level of spend appears to be rising as achievement levels fall for the 10-19 years olds. It is the reverse for the other two groups. The community spend is greatest for clusters 4,7, and 3 and appears to rise slightly with need.

The spend may be higher on young people where there has been poor achievement at KS2, as the youth service could be picking up the fall out from social exclusion of more young people. This does not explain why the adult spend is lower, unless these same areas have lower levels of adult participation in learning, triggering a lower level of spend. Spending on children in the low achieving areas would be expected to be proportionately

higher, as pre-school support (and support during primary years) is likely to be a vital component of driving up standards. However, the Division would need to take account of other spending towards the same purpose (particularly in schools) in the areas concerned.

**o) Best Value Indicator specifically for Youth Service**

Ref. No.	Description (2001/02)	00/01 actual	Metropolitan comparator cf 2000/01 actual	01/02 actuals	Metropolitan comparator cf 2001/02 estimate	02/03 target	Metropolitan comparator cf 2002/03 estimate	Standard proposed by govt. for 2003/04
BV 33	Youth service expenditure per head of population in the Youth age range (13-19)	£72.07	Upper middle	£74.05 estimate. Actuals avail later	Upper middle	£74.46	Upper middle	£100 per capita (of 13-19 population)

**4. The Youth Service's main objectives and priorities for 2003/04**

**a) Transforming Youth Work Themes**

The Transforming Youth Work green paper provides four key themes that have been used to assimilate the above national and local priorities into a more easily understood and manageable framework for the setting of key priorities and main objectives in the development of the service. Those four themes are :-

- Improving the Quality of Youth Work Services
- Developing the Voice of Young People
- Raising standards of achievement (within a Personal & Social Development Approach)
- Targeted intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion)

There is a detailed description below under each of these four thematic headings. These objectives represent significant changes and challenges that the service needs to address over the next two/three years. These key objectives are also set out, in more detailed tabular form, as Appendix 2.

The Youth Service's role in and contribution to the local Connexions Service was set out in broad terms in the Youth Work Strategy and a more detailed description provided to the Connexions Partnership. See The Youth Service contribution to Connexions in section 5, the Local Youth Service and also Appendix 3 (attached) for more details.

Objectives specific to the local Connexions Service have then been included under the four thematic headings below, as appropriate.

## **b) Opportunities and threats**

The Transforming Youth Work agenda provides a great opportunity for the Youth Service to develop in ways not previously available to it. The production of "A Youth Strategy for Leicester" has also significantly increased both the understanding and profile of the service in Leicester and led to it being seen increasingly as a preferred partner.

These new opportunities bring with them an increase in demand for youth workers that currently the service is finding it difficult to keep pace with; which poses probably the greatest threat to the service's development.

As well as the need to increase recruitment of new people to youth work both full and part-time, there is currently insufficient capacity to train part-time workers to the locally-qualified level as required by part-time youth worker contracts. The arrangement with Leicestershire County Youth Service, who have provided the city with 15 places annually, will need to be stepped up significantly if the service is to meet the new demand being placed upon it, the backlog of training required by unqualified workers, and the demand placed upon it by a return to 100% occupancy of the part-time posts that are available.

New developments such as our provision for excluded pupils and the community cohesion projects raise new areas of training need for youth workers, similarly the proposed redevelopment of Detached Youth Work in the City.

One of the questions posed for the Statutory Youth Service in Leicester by the Connexions Service development was whether to require all Full-Time and some substantial Part-Time Youth Workers each to provide PA support to a small caseload of young people or whether to identify Youth Workers who would have a very substantial PA role. It was felt that the latter, may considerably de-stabilise the Service at its current stage of development. A better option, agreed with Connexions, is to pilot a number of Full-Time Youth Workers (currently 5) taking a small defined caseload of young people, with whom they already have regular contact, retaining these staff as integral to

the Youth Service but at the same time as part of the Connexions network of PAs.

Of the 5 Youth Workers identified so far, 1 has now completed the PA Diploma training and 4 are engaged on the second course.

In this way the Youth Service is moving forward integrally with Connexions and more than it would if certain staff were very substantially taken out of their current roles.

The Youth Service sees all of the secondary schools and colleges in the city as potential partners in the delivery of the youth work strategy and plan. However, 6 secondary schools and all of the colleges in the city currently do not have the opportunity to work with the youth service and have expressed the desire to do so. Therefore, a key question is whether the present Youth Tutor and Youth Worker role/resource can or should be spread across all 16 secondary schools and 3 colleges. Or are there other resources that can be applied, to increase the full-time staffing level, including the possibility of schools and colleges funding such posts themselves?

Key objectives related to these vital staff recruitment, development and training issues are addressed below under Quality and Staff Development. Of key importance in responding to this demand has been the appointment, from Transforming Youth Work funding, of a full-time Staff Development and Training Co-ordinator.

There is a need to forge a strong link, through the Quality Assurance Framework, between the qualitative and quantitative data gathered by the service and the performance management of staff at all levels in order to focus and drive the improvement of the service.

This post, supported from time-limited funding, is crucial to the development of an "Excellent Youth Service" and will be a major priority from any new funding available to the service in 2003-04 onwards.

The **present staffing structure for Full-Time Youth Workers**, based on a [local agreement for conditions of service and the FE Lecturer pay scale](#), provides neither the managerial structure the service needs nor the developmental management opportunities staff need if they are to progress to higher managerial levels within the service. As such, it is considered by the Principal Youth Officer to be a constraint on the further development of a high quality service.

The JNC Conditions of Service, specifically designed for Youth Workers, are recognised nationally and, very importantly, in recent discussions with the DfES in relation to Workforce Development initiatives.

It provides for 4 levels of post ranging from trainee to Senior Youth Worker / Team Leader and is considered to be much more appropriate for the future of the service.

It is also considered necessary to establish a standard proportion of each youth work post that is to be devoted to direct face to face work with young people.

It is proposed to review the present arrangements within **Phase 2 of the Lifelong Learning & Community Development Review** to be fully implemented by September 2003.

### **c) Quality and Staff Development**

#### **Analysis**

Visits to centres and discussions with many staff suggest that there is considerable variance in the quality of youth work currently provided to young people in Leicester (consistent with evidence identified by many OFSTED inspections).

There is considerable variance in the numbers of young people using youth centres and projects provided in Leicester. Some centres are regularly attracting a quite positive percentage of the local youth population whilst others are not.

There is a need to address career progression both structurally and by improving the quality and quantity of training and development opportunities as described above.

The service also has the problem, facing the public sector generally, of recruiting suitable staff to posts and currently carries too many youth work vacancies as a result. Inevitably this situation hinders the process of continuous improvement and needs to be addressed strategically as a matter of urgency.

#### **Solutions**

The Youth Work Strategy, in the section "Providing a Quality Service that young people want to use", stated that the service "will require positive management, leadership and support at all levels of the service to produce :-

- Agreed purpose/principles/outcomes for whole service and extending to the voluntary sector
- An agreed and well-understood Curriculum Framework and a dedicated curriculum development specialist

- A common system of Quality Assurance/monitoring
- A Staff Development and Training Policy that delivers a consistently well-trained and well-motivated workforce
- A firm commitment to the delivery of regular management supervision provided by appropriately skilled managers to both full and part-time staff
- Consideration of the current roles of Full-Time Youth Work staff and the extent of face to face work by them
- Programmes of work with young people that are needs-led
- Service delivery that is firmly and increasingly influenced by the local voice of young people and their communities
- A review with young people of service opening times
- A review of charging policy.”

### **Policy Development**

In addition to the above, the service needs to address gaps in policy. Of the ones listed in the Planning framework, the service has the following:

- Health & Safety (corporate)
- Child Protection (corporate)
- Detached Youth Work (developed by youth workers, approaching final draft version)
- Trips & Residential Events (LL & CD Division)
- Data Protection (corporate)

The service currently does not have the following policies:

- Drugs and Alcohol (education / dealing with incidents / supporting young people who need additional help)
- Sex and Relationships Education
- Outdoor/Adventure Education (NB service does not hold an Adventure Activities Licence)

All of the above will need be addressed in the 2002 –04 period. Discussions have been held with the Drug & Alcohol Action Team Co-ordinator to agree an approach to both policy development and staff training.

Evidence, from OFSTED inspections of Youth Services, clearly indicates that higher performing services have placed great emphasis on their capacity to deliver the staff development necessary to improve the service

In order to raise the standards of effectiveness of staff numbering in excess of 300, an additional post was established this year, from Transforming Youth Work funding, as described earlier to place that emphasis on Staff Development.

In the first quarter of 2002, a group of Youth Workers and the Principal Youth Officer worked on a **Curriculum Framework document**. This needs to be completed and implemented, taking into account the recent publication on the subject by the National Youth Agency. This document will have staff development and training implications for the service which will be addressed in 2003 –04

#### d) **Monitoring & Evaluation**

The Youth Service that now exists, within the recently formed LL & CD division, has had a combination of monitoring and evaluation methods brought from previous services, in Education and Arts and Leisure departments respectively.

There are **two main quality issues facing the service**:

- To bring all youth work, and outcomes for young people, up to the standard of the best, and in line with OFSTED standards
- To increase the participation rate of young people, in line with the targets set, which reflect those set recently in Resourcing Excellent Youth Services

The division began the establishment of a standard format for the collection of numerical data, by the introduction earlier this year of a common set of pro forma for registration of and attendances of participants. The data from these is now collated centrally, which is new for some parts of the service.

The Quality Working Group is currently working on a Quality Assurance Framework, identifying processes for **internal self-assessment and inspection, user satisfaction**, and improved **data collection and qualitative recording** methods.

It is clear from the more robust data collection system now in place, and from the comparisons that allows, that some centres are not **reaching a sufficiently acceptable percentage of the youth population** in their area.

The improved Management Information will now enable service improvement to be addressed at strategic, cluster, unit and individual performance management level, as described more fully in the draft **Youth Work Curriculum Framework** document (Curriculum Development & Planning section) attached as Appendix 7.

The Quality Group will establish a Quality Assurance Framework that establishes a clear link between the qualitative and quantitative standards and effectiveness required and the performance management of staff.

The Quality Working Group will be looking at the application of internal self-assessment and inspection methods both generically and to cross-cutting themes such as increasing the engagement of at risk/disadvantaged groups, participation of young people in decision-making processes.

The division as a whole is currently developing a standard approach to management supervision, which will be an important element of the process of evaluation for youth work outcomes. It is intended that line-managers (20) will receive supervision training in 2003.

The process and tools for Qualitative recording of service delivery will be one of the many issues to be addressed by a Quality Working Group to be established within the service in January 2003.

Staff from a range of roles within the Division undertook training in the OFSTED Self Assessment Framework in May and June 2002(Transforming Youth Work Fund). Participants from this course are being recruited to the Quality Working Group to be established in 2003 to produce and implement a Quality Framework for Youth Work (probably to be based on the European Framework for Quality Management).

Currently the service does not have a common system for addressing user satisfaction with the service provided. Resourcing Excellent Youth Services sets the standard at 85% of contacts reporting satisfaction with the service offered. One of the tasks of the Quality Working Group is to propose an approach that enables young people to report their views. This will operate at both a unit and a strategic level with the Youth Impact Project (described in 4f) taking responsibility for a number of inspection visits per year. Youth Impact will conduct an agreed number of evaluations per year against the **Pledge of Entitlement**

#### **e) Key Priorities for Improving Quality of Services 2002-2004**

- Continue Staff Development & Training Co-ordinator post (Transforming Youth Work funded)
- Address structure of Youth Service in Lifelong Learning & Community Development Review - Phase 2
- Establish a Quality Working Group to produce a Quality Framework (incl. procedures for self-assessment and monitoring of user satisfaction with the service)
- Complete & distribute the Curriculum Framework and provide training to all relevant staff
- Establish resource input for Youth Service at each Unit, Cluster & City levels.



- Establish system of Management Supervision of Youth Workers and provide supervision training for managers
- Cluster teams are achieving targets set for provision re increased participation, distance to provision, opening hours & holiday opening
- Produce a Staff Development Plan focusing particularly upon improving quality (incl. current planned initiatives)
- Build on Management Training provided, by Ford Partnership, to Full-Time Youth Workers in 2002/03
- Establish Management Training provision for managers of Full-Time Youth Workers
- Review existing and put in place new arrangements for Initial Qualification training course for Part-Time Youth Workers
- Work with young people to develop a Marketing & Publicity strategy for the service
- Develop a recruitment strategy to reduce vacancies problem

#### **f) Developing the Voice of Young People (Involving Young People)**

The Youth Service already provides opportunities for young people to influence decisions within their local settings as well as supporting the city-wide Young People's Council (YPC) & UK Youth Parliament members.

To extend young people's involvement to a more strategic role in services and service development requires a further shift in relationships. The Youth Work Strategy set out a broad vision for this and the Transforming Youth Work Fund has enabled a range of new initiatives to be established which seek to create the critical mass of activity that tips the balance to young people being securely at the centre of service development.

#### **Youth Initiatives Project (TYWF)**

This is an innovative new programme, started in late 2002, giving young people funding and youth work support to address youth issues/needs creatively in their community. It increases youth empowerment; investing in young people by engaging them in projects affecting changes they wish to see.

This project enables young people:-

- To design projects to address needs/issues they identify as important
- To turn their ideas into action
- To gain leadership, teamwork and other life skills

- To impact on their community in positive ways.

Groups of young people are invited to apply for funding grants, which are then assessed by a panel of young people.

### **Youth Impact Project – a youth-led evaluation project (TYWF)**

A team of young people drawn from across the city and reflecting its diversity is being drawn together, started in late 2002, to undertake a senior member training programme. It is then envisaged that some of them will go on to be trained in evaluation skills. Youth Impact will conduct an agreed number of evaluations per year **against the Pledge of Entitlement**, which will cover the following themes:

- Learning and achievement from being involved
- Facilities and resources
- Quality and range of decision-making by young people
- Relationships between young people
- Youth and staff relationships

This work will also contribute to the Community Cohesion agenda by the development of close working relationships of a culturally diverse group of young people who will then be visiting youth provision in settings across the city.

### **Youth Forums Development Fund (TYWF)**

This is the foundation to ensure the further development, co-ordination and support of sustainable new youth forums across the City. It will support innovative, young people-led initiatives that give a meaningful youth perspective to the democratic processes of the City. It will build upon the work of existing youth forums, both locally and City wide, and will enable the initiation of new youth forums in the City's seven Education Clusters, where they do not exist.

This project is already linking up with the Connexions Service's initiatives to ensure participation of young people in service development.

Local Young People's Forums will need to establish a link with and a voice on the Neighbourhood Forums being developed under Revitalising Neighbourhoods.

All three of the above projects have received financial support from Government Office East Midlands as part of the Transforming Youth Work Plan submitted to them at the end of March 2002.

**All three of the above projects seek to address the emphasis on the service user being central to service development, required by OFSTED, Best value, Revitalising Neighbourhoods and Resourcing Excellent Youth Services.**

The Transforming Youth Work Fund has allowed for the appointment of a new Full-time post (started in October 2002) with a brief to incorporate the existing work with the Young People's Council (YPC) and the UK Youth Parliament (UKYP) members with the development of the above three initiatives. This post has increased the capacity to develop young people's participation and influence in service development.

It is crucial to the development of an "Excellent Youth Service" and will be a major priority from the Transforming youth Work Fund and or any new funding available to the service in 2003-04.

### **g) Key Priorities for Developing the Voice of Young People 2002-04**

- |   |
|---|
|   |
| <ol style="list-style-type: none"><li>1. Continue Full-Time post (funded by Transforming Youth Work Fund - TYWF)</li><li>2. Develop VOYP Unit (including re-location at Youth House)</li><li>3. Establish <b>Youth Initiatives Project</b> (a young people-led funding initiative – funded by Transforming Youth Work Fund (TYWF))</li><li>4. Establish <b>Youth Impact</b> Senior Member training courses and a Youth Inspection Team - funded by TYWF</li><li>5. Establish basis of <b>Youth Forums Development Project</b> (incl. Locally dedicated Youth Worker from each Cluster - funded by TYWF)</li><li>6. Review &amp; develop existing <b>Young People's Council (YPC) &amp; UK Youth Parliament</b> before next elections in March 2003 (YPC), in context of the new Voice of Young People Unit.</li></ol> |

### **h) Raising standards of achievement and aspirations (within a Personal & Social Development Approach)**

The drive to raise standards of achievement for all young people in the city must involve youth services working in partnership with schools and colleges. The Division has aligned its services with School Development Groups to increase the synergies between the Youth Service, Schools and the Education Development Plan.

The Youth Service contribution to these goals includes the following:-

- Raising the general standard of youth work by improving all youth work staff's understanding of the young people outcomes that are required
- Providing a consistently high-quality and rich diversity of youth provision, focused on personal and social development that demonstrates learning and attainment, raises aspirations and provides accreditation
- Enabling young people to take the lead in decision-making and evaluating services to ensure that services are young person and needs-led
- Widening participation within particular areas and by particular groups of young people to address the causes of disaffection, exclusion and high risk behaviours

- Provision for Young People excluded from school or at risk of exclusion
- Identifying and developing the Youth Work contribution to the Connexions Service for 13-19 year olds
- Increasing opportunities within the service to gain accreditation (i.e. Youth Achievement Award and Duke of Edinburgh Award)
- Devoting existing/new youth work resources to community cohesion work
- By its contribution to collaborative work in the context of the 14-19 Curriculum (i.e. specially-tailored programmes for Young People who are currently under-achieving, under valued and not sufficiently engaged in education, training or employment)
- Delivering a service that is based on equality of opportunity, that challenges unfair discrimination and that promotes community cohesion
- Linkages with the Adult Learning Plan with reference to post-16 provision and key skills

#### **i) Recognising and accrediting achievements**

The Youth Service will make more systematic provision, within its youth centres and projects, for young people to be able to gain accreditation for the activities in which they engage with youth work staff. This will require more staff to be trained in at least one of the range of accredited programmes available for this purpose e.g Youth Achievement Award, Getting Connected, Duke of Edinburgh Award, Youthtrain. Within Phase 2 of the division's review, it is intended to identify a lead worker in each cluster area to take a lead role for accreditation development.

A target has been set for increasing the number of young people receiving accreditation via participation in the youth service. The target set for 2003-04 (see Appendix 1) is for each cluster to increase on the baseline figure by at least 25%. The standard set in Resourcing Excellent Youth Services (Standard 12) is for 10% of 13-19 year old participants to achieve an award, which for the service as a whole, at the present level of participation, requires 295 participants to achieve accreditation. In 2001-02, 37 young people achieved the Duke of Edinburgh Award and 4 the Youth Achievement Award and in 2002-03, so far the figures are 55 and 9 respectively. No figures are available for any other form of accreditation.

It is anticipated that the 10% target figure will probably need to be reached over the period 2003-05.

Transforming Youth Work funding has provided additional resources to engage Youth Clubs Leicester, a voluntary youth work organisation, to train Youth Work staff, from each cluster area, in the Youth Achievement Award.

It also needs to be recognised that for some young people with whom the youth service and others work, participating in a social environment without totally disrupting it is a considerable achievement. Giving credit to young people's achievements needs to include positive recognition and appropriate rewards as well as accreditation.

**j) Key Priorities for Raising Standards of achievement and aspirations  
2002-2004**

- Complete & distribute the Curriculum Framework and provide training to staff
- Establish a Quality Working Group to produce a Quality Framework (incl. Self-Assessment procedures)
- Develop Connexions contributions in particular Personal Adviser /Youth Worker role, First-Stop Shops (at least 5 by March 2003 with further to be agreed for 03/04) & Information Points
- Identify a Youth Achievement Award specialist in each Cluster for training & increase young people's participation and achievement in the Award (see target in Appendix 1)
- Secure Detached Youth Work, Drugs & Sexual Health Policies in 2003-04
- To ensure Youth Workers are achieving the "soft targets" for Youth Work as set out in the OFSTED Inspection Framework (success in the acquisition of knowledge, skills and levels of understanding and development of confidence and self esteem) (see target in Appendix 1 and reference above to remit of Quality Working Group)
- To ensure Youth Workers are achieving the targets for developmental residential experience (see target in Appendix 1)
- Re- develop Youth House (formerly International Youth House)
- Development of Youth House in Braunstone

**k) Targeted intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion)**

**Youth Standards 1 & 2** in the new DfES/Connexions published "**Resourcing Excellent Youth Services**" states that authorities must specify a "clear definition of target group, by age and by other relevant characteristics, including ethnic diversity and have a "clear specification, in a planning framework, of the needs and of the range of opportunities for personal and social development to which young people in the target group have access...."

Given the proposal in **Youth Standard 7** for the number of contacts per thousand youth population (13-19) to be 25% of total youth population, it is clear that the local authority service is not going to be a universal service, in the way Connexions is intended to be. In Leicester a target for youth population to be reached in 2002/3 has been set at 10% as a minimum standard for each Cluster area, with 25% as the 3 year target. Some units already reach the 10% target for 13-19 year olds, but some don't.

It is also recognised that there is a very considerable amount of provision within the voluntary sector, which also contributes to the personal and social development of young people as well as projects which prioritise particular groups of young people and particular needs.

The conclusion reached, from the combination of the above factors, is that the youth service collectively, i.e. statutory and voluntary, needs to provide open-access provision on a geographical basis, creating access in principle for all young people of youth service age range, within a 1 mile radius. At the same time to identify priority groups to which particular attention will be paid to ensure that they are reached.

#### **l) Priority Groups**

The Youth Work Strategy for the city established a number of priority groups.

A target has been set (see Appendix 1) to increase the level of participation in the service both generally and with particular emphasis on the following priority groups:-

- Looked After Children (youth service contribution to corporate parent role)
- Young people excluded or at risk of exclusion from school
- Young people experiencing barriers to learning (particularly African Caribbean young men)
- Young People from abroad (Community Cohesion)
- Young people engaged or at risk of engagement in offending / anti-social behaviour (e.g. white teenage boys 14-16)
- Pregnant teenagers
- Homeless/Runaway Young People
- Young people with drug misuse problems
- With particular attention in geographical areas with multiple needs (NRF wards / Council Estates)

[Homeless/Runaways lead](#)

#### **m) Widening Participation and Social Inclusion Project**

Subject to final approval in January 2003, The Youth Service will establish a

Widening Participation and Social Inclusion Project funded from Neighbourhood Renewal Fund to work in 5 of the most disadvantaged wards of the city.

This will provide additional youth work staffing of 3.5 FTE's, to be deployed and managed locally but working together to the Project's overall remit which is to :-

- Focus on particular **'at risk and/or disadvantaged groups of young people, identified in conjunction with other services/organisations.**
- Attract the young people identified into existing and/or new youth provision and initiatives that **address development needs and barriers to participation and learning.**
- Ensure that the young people receive other **specialist help and Personal Adviser support from the Connexions Service partnership as required.**

The Widening Participation Project will significantly increase the human resources being devoted to the disadvantaged and disengaged young people in the target areas and will work closely with the existing youth work staff and other key agencies.

It will increase the number (%) of young people from disadvantaged and/or at risk groups regularly involved with youth service provision in the most disadvantaged areas of the city / Council Estates and will increase their support from the Connexions Service, with the following target groups identified :-

- Looked After Children (youth service contribution to corporate parent role)
- Young people excluded or at risk of exclusion from school
- Young people experiencing barriers to learning (particularly African Caribbean young men)
- Young people from abroad (social cohesion)
- Young people engaged or at risk of engagement in offending / anti-social behaviour
- Pregnant teenagers
- Young people with drug misuse problems

In order to receive NRF support, this project has had to demonstrate that it will have an impact on Leicester Strategic Partnership targets and Community Plan targets.

#### **n) Provision for excluded pupils**



The Youth Service established new provision in 3 Youth Centres across the city in October 2002 for permanently excluded pupils from years 10 & 11. This provision operates under a Service Level Agreement between the Youth Service and the Pupil Referral Unit (Keyway Centre) and is initially for one year subject to review. If successful, it is anticipated that it will continue in 2003-04.

The LEA Student Support Service refers up to 10 young people per centre (30 in total) for between 9 and 15 hours per week for the year, and each centre is staffed by 3 part-time Youth Workers.

This provision by the Youth Service aims to meet the following **aims of the LEA Student Support Service :-**

- To promote and facilitate inclusive education for all students through the delivery of a broad and balanced curriculum. This will include the development of personal, social, educational and vocational skills within each young person.
- To work in partnership with a range of external agencies in order to raise achievement and aspirations within young people and in so doing, respond to requests for help from parents/carers, professionals and other agencies promptly, positively and professionally.
- To raise awareness of provision, strategies and services available to socially vulnerable and challenging young people and to develop expertise in educational across the City, helping them to deal more effectively with such young people.
- To create a range of learning environments, which nurture individual talents and encourage young people to reach their true potential
- To promote the concept of "Lifelong Learning" within all young people with whom it works, through the recognition of their achievements and by encouraging appropriate educational and vocational progression.

Under the terms of the agreement all participants are to engage in the **Youth Achievement Award as the outcome and focus of their curriculum activity.**

Discussions have just taken place with **Connexions** regarding **Personal Adviser support.**

These groups will also be encouraged to participate in the **NOF Summer Activities programme**, now managed by the Connexions Service.

## **o) Community Cohesion Programmes**

The Youth Service has been a partner/provider in Phase 1 (2002) of the Home Office- funded **Resolving Differences Programme**. In Phase 2 (2003–04) of that programme it is providing the leadership for the partnership as well as being a service provider. A detailed plan for this programme has been submitted to the Home Office via Government Office East Midlands and has been approved. The programme is delivered via a partnership steering group involving both statutory and voluntary service sector providers. Leicester City Council's Cultural Services Department has been asked to join the partnership to provide advice and leadership in relation to the **Youth Arts and Sports**, which will be significant features of the programme activity.

The programme activity will begin in January 2003.

The Youth Service also provided the leadership for the **Community Cohesion Summer Activities programme, July – Dec 2002**, as well as being a service provider. This programme, like the above one, was delivered via a partnership steering group involving providers from both the statutory and voluntary service sector.

### **Community Cohesion Pathfinder Project bid**

An outline bid has been submitted for a project which , if successful, will be a partnership approach led by the Youth Service. The partnership will involve the following agencies:-

Leicester City Council; Leicester Racial Equality Council; National Coalition Building Institute; Council of Faiths; Voluntary Action Leicester; Leicestershire Council for Voluntary Youth Service; Connexions; Leicester Mercury; BBC Radio Leicester; Midlands Asian TV; Leicestershire Constabulary; the Schools Development Support Agency.

This Project, together with their involvement in Phase 2 of "Resolving differences Building Communities", will see the beginning of a much closer working relationship between the Youth Service and Cultural Services' strategy "Diverse City – A vision for Cultural Life in Leicester.

The project will focus on young people, developing a youth based model that recognises the need to work with young people in schools (where most young people can be found) and outside the school setting (working with hard to reach groups). Young people will be key to planning and implementing the initiatives proposed in our bid. We will be working within 4 powerful theme areas to engage young people in building cohesive communities: -

- **Conflict resolution**
- **Sports and urban games**

- **Drama/theatre**
- **Media**

These will provide the intercultural activity to connect young people in schools through network learning communities and young people in the community through our Resolving Differences Building Communities project. The project will culminate in a youth festival encompassing the 3 elements outlined above.

If the outline bid is successful, more detailed plans will be produced in February/March 2003 for a programme start from April 2003–04.

**p) Anti-Social Behaviour Pilot Project (TYWF)**

In the 2002-03 as part of the Transforming Youth Work Plan, we aimed to establish pilot work targeting Anti-Social Behaviour by young people in a “Hot-Spot” area of the city.

Funding was allocated to Armadale Youth Centre, Netherhall to recruit Detached Youth Workers to make contact and develop a working relationship with a group of young people identified by the Housing Department and the Police. This group is also known to the Youth Service, but without a strong relationship with them.

Due to the length of time it has taken to recruit and then criminally clear the staff, this project is set to start contact work with young people on the street early in 2003.

At the same time the division has been working with the Housing Dept. on a joint protocol covering both proactive and reactive interventions in relation to Anti-Social Behaviour and Anti-Social Behaviour Orders. This protocol was discussed by Housing Scrutiny panel in January 2003 and recommendations made to include consideration of the Police’s categorization of behaviours, as a basis for determining the respective roles of services involved.

This project will provide the evidence and develop practice for work in other areas of considerable Anti-Social Behaviour.

**q) Key targets for intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion) for 2002 - 04**

- Complete & distribute the Curriculum Framework, which will include priority groups, curriculum range and required outcomes for young people; provide training to staff
- Ensure widening participation targets & the target for priority groups is being achieved by all Full Time & Part Time Youth Workers/settings (see targets in Appendix 1)

- Ensure additional funding from Local Authority is well targeted and fully deployed
- Maintain and develop provision for excluded pupils established in 3 Centres in Autumn 2002 (Educ. dept. Plan./ Connexions contribution)
- Develop Community Cohesion projects / role within the overall Local Authority strategy
- Establish Widening Participation project (NRF) by establishing 7 x 0.5 new posts in target wards to reach and improve work and support of priority groups (Connexions contribution)
- Develop from pilot Anti-Social Behaviour Project (TYWF) in Netherhall area of city and working with Housing under Anti-Social Behaviour Protocol
- Clarify capacity & agree/develop Youth Service role in ROLL 2 Project with Connexions- for Young People Not in Education, Employment or Training (NEET) (Connexions contribution)

## **5. The Local Youth Service**

### **a) The historic pattern of service delivery**

The pattern of youth service provision within Leicester was to a considerable extent, until the formation of the Lifelong Learning and Community Development Division, determined by individual institutions within a historical pattern of resource distribution, described in the Price Waterhouse Cooper report (2000) as “a patchwork quilt”.

As a consequence, the service had not been coherent or strategic and, with exceptions in a few areas, needed now to focus much more from the community perspective on the wider range of needs of local young people. It was not, as a whole, structured or managed consistently to respond to the important issues facing the city.

A significant amount of staff, and associated resources, have been isolated within individual establishments and have not been consistently or strategically deployed upon a range of identified needs within communities, nor necessarily on the most important needs and priorities. There are exceptions, for instance in Saffron, Highfields and Braunstone where the youth work has been informed by a clear auditing of need and a Youth Work Forum has created a positive partnership between statutory and voluntary sector to deliver services to young people.

Arrangements, in many cases in the past, have taken insufficient advantage of the cross-cutting professional synergies and partnership working required by the Connexions, Neighbourhood Renewal and

Revitalising Neighbourhood strategies and will be better achieved by the new teamwork approach at Cluster level.

There has been considerable variance in the level of funding from area to area within the city and some areas of considerable disadvantage have had poor access to youth work provision and the constructive opportunities that youth work can provide.

## **b) The new pattern of service delivery**

The Youth Service in Leicester is now located within the Lifelong Learning and Community Development Division, following an extensive process of review and re-organisation. The Division is comprised of Children's, Youth, Adult Learning and Community Development Services.

## **c) Organisational structure**

The Youth Service is managed within a matrix management model covering all the services located within the Lifelong Learning and Community Development Division (LL & CD).

The Division is lead by a Service Director, with a Senior Management Team comprised of 4 Senior Community Learning Managers (SCLM), each responsible operationally for Children's, Youth, Adult Learning and Community Development Services within an area of the city, 3 Principal Officers (Children, Youth and Adult Learning), and the Head of Support and Development.

The Senior Community Learning Managers each manage 2 of the 8 clusters of the city, Cluster 8 being a cluster for city-wide projects, the rest being local geographical areas following the pattern of schools' cluster areas.

Each cluster, with the exception of Cluster 8, has a number of Community Learning Managers (CLMs), who are each **accountable to** an SCLM and like them are generic managers responsible for a combination from Children's, Youth, Adult Learning and Community Development Services within an area of their cluster. Some of the CLMs are **line-managed** by the SCLM but some are line-managed by Principals of Community Colleges.

All Full-Time Youth Workers and school-based Youth Tutors are on the same pay scale (a local agreement / FE Lecturer scale) and are **accountable to and line-managed** by one of the CLMs. There are a number of workers with young people, **accountable to and line-managed** by one of the CLMs, who were formerly in the Arts & Leisure department and who will need to be assimilated into a youth work framework in Phase 2 of the division's staffing Review (to be implemented by September 2003).

Part-time Youth Workers are **accountable to and managed** by a Full-Time Youth Worker.

Service delivery at Part-time Youth Worker level is currently reliant upon some 250 part-time workers, many with contracts for a small number of hours. There is also a vacancy rate at part-time level of approximately 30%. In Phase 2 of the divisional review process, consideration will be given to the feasibility of reducing the large number of part-time youth work posts and aggregating them into contracts with more substantial hours

The Principal Youth Officer, like the other 2 Principal Officers, comes under the Performance and Achievement arm of the Divisional Management Team.

The Principal Youth Officer is responsible for setting the overall direction of the service, Quality Assurance, Staff Development & Training, Developing the Voice of Young People and Social Inclusion development work.

A diagrammatic representation of the above is attached as Appendix 4.

#### **d) Responsibility for targets within matrix management**

**Section 5(h) below (Cluster Planning process) describes the planning process in Cluster Teams, each led by a Community Learning Manager taking a specialist role and working to a specification and targets provided by the Principal Officer. Following the planning stage, it is apparent that the monitoring phase, like the planning stage, has met with varying degrees of success, the first time around.**

**It is a priority to reach a consistent level of performance in meeting targets. The Youth Service is currently developing quality assurance methods, which will include attention to leadership and management (OFSTED). In addition, from March 2003 CLMs and Youth Workers will meet together city-wide, on a monthly basis, to focus upon delivering the Youth Service Plan**

#### **e) The Youth Service Mission**

Within the strategic aims, objectives and mission of the Lifelong Learning and Community Development Division; the overall aim of Leicester City Youth Service was defined by the Curriculum Framework working group and approved in the youth Work Strategy as :-

**“to contribute to the personal and social development of young people enabling their inclusion, engagement, achievement and influence, within the context of a multi-racial city and society”.**

## f) The Curriculum Framework for Youth Work

As described earlier, in the first quarter of 2002 a group of Youth Workers and the Principal Youth Officer worked on a **Curriculum Framework document**. This is now approaching completion and will be implemented in 2003-04. The work done last year has been updated to take account of the guidance in the recent National Youth Agency publication on the subject. Most notably the adoption of four key curriculum elements set out below rather than the larger number under consideration.

The overall purpose of this document will be to clarify the following :-

- What Youth Work is
- What Youth Workers do and how they do it
- What is achieved by young people involved in youth work activity

It will provide both **the Pledge of Entitlement for young people**, against which the service can be evaluated by young people, and it will provide the basis for staff development and training. It will set out a range of curriculum themes that provide a framework for the planning of programmes of activity with young people.

The core areas of skill, knowledge and understanding within the youth work curriculum for Leicester will be contained within four key elements :

- **Emotional literacy** - self awareness, self esteem, motivation, sensitivity to others, handling relationships and diversity
- **Creativity and enterprise** - developing and broadening use of imagination, thinking, problem solving, calculating and taking risks
- **Health and well-being** – looking after oneself, diet and lifestyle, keeping physically and mentally fit, dealing with stress
- **Active citizenship** – making a contribution, getting involved and becoming influential, developing a voice and place within community, learning for sustainable development

The **Curriculum Framework** then describes a variety of methods and activities that can be used to meet these four key elements. A number of respondents to the consultation on this plan have identified a lack of clear reference to activities such as sports and arts activities within the plan. These are both important pursuits in their own right along with many others. In Youth Work Curriculum terms, the following are seen as important and valuable means to the wider ends described above:

- Group work (incl. discussions, debates, games & conferences)
- One-to-one work
- Accredited awards (e.g Duke of Edinburgh & Youth Achievement)
- Music playing & recording





TOTAL	101,665	100.00	128,141	100.00
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Resourcing Excellent Youth Services (published Dec. 2002) includes a **standard for number of contacts per thousand of 13-19 population of 25%**. In 2001-02, the Local Authority Youth Service reached 2950 13-19 year olds (about 10.3% of 13-19 youth pop.), but with a fair degree of variance from area to area. Therefore, for 2002-03 10% was set as the minimum target for all cluster areas with the 25% target to be reached over 3 years (2005). See Appendix 1 for full details of these and other performance targets.

These figures are provided by youth work staff on a weekly basis and sent to a central point for collation where figures for individual units, clusters and the service as a whole are produced and fed back to local managers and youth workers. The target set is to be monitored at cluster level but the performance of some individual units will undoubtedly need to rise if the target is to be met in some areas.

It needs to be recognised that the figures used do not currently include those of the voluntary youth organisations funded by the local authority, as they are not currently consistently provided to us. Their inclusion will obviously improve the percentage reached figure.

Compared with the government proposal that 80% of youth service provision should be targeted at 13-19 age range, about 64% of the service is currently allocated to that age range (based on the above figures). Council Members have expressed concern that prior to any significant shift in this respect, a review of provision for 8-12 year olds within the division must take place.

It is clear that preventative work with the 8-12 year old age group is also vitally important for which adequate and sufficient, effective, developmental provision needs to be made (given that some children are tending to be out on the streets from a much younger age). Lifelong Learning Division, which includes both Children's and Youth Services, is well placed to address the question of **overlapping, but differentiated service delivery and budget allocations within the 0 -19 age range**, both within its own services and with its partners.

Therefore, an audit of provision for 8-12 year olds will be undertaken to assist the process of developing a more consciously systematic and cohesive approach to age-related service provision, both locally and strategically across the whole age group within the city.

#### **h) A Teamwork approach at Cluster level**

The following approach, set out in the Youth Work Strategy, was approved by the Council to bring about the shift to a Youth Service, which more young people want to use, that is community-focused, is based on a more

systematic analysis of needs, is more inclusive and that raises standards of learning and achievement.

The following approach was felt by many other agencies, in the strategy consultation responses, to provide a better basis for working in partnership to achieve common targets and objectives.

The Teamwork approach underpinned the specification and targets set out for the local Cluster Youth Service Plans (Appendix 1) and anticipated the standards that were being developed by the National Youth Agency (NYA).

This approach to planning the service strategically / locally was attempted for the first time in 2002. Whilst it met with success in many areas, it will need to be the focus of further developmental work in 2003, taking into account the **Youth Work Standards** now made explicit by the DfES (developed by the NYA).

This **summary of the Teamwork approach** is set out in full in the city's Youth Work Strategy :-

All Youth Workers/ school-based Youth Tutors operating within a teamwork approach across each Cluster.

Each cluster team having responsibility for the achievement of the following key tasks which will be expressed in a Cluster-wide Youth Service Plan:-

- To devise, develop, deliver and support, in conjunction with the voluntary sector, **open-access centre-based provision**, that promotes Personal & Social Development, on a geographical basis, creating access in principle for all young people within the youth service age range and within a 1 mile radius
- at the same time identifying **priority groups** to which it will pay particular attention
- **Programmes**, opening times and locations being locally **determined on the basis of young people's identified needs**.
- Youth Work programmes that cover **a range of curriculum opportunities** over time to meet OFSTED standards.
- Planning being done with a **sound rationale** (based on NYA/DfES model and local needs analysis)
- Youth Tutors to devise, develop and deliver work, in principle with all secondary schools that need it, targeted at particular young people who are experiencing disadvantage/barriers to learning and/or being excluded/at risk of exclusion. Where appropriate to meet schools/students

personal and social development needs in the context of the new 14-19 curriculum initiative

- The contribution of the voluntary sector and regeneration-funded partnerships being drawn formally into both the local and strategic planning processes
- the Youth Service to work with Neighbourhood Forums (Revitalising Neighbourhoods) as they develop
- The establishment and management of Detached Youth Work, targeting neighbourhoods in each Cluster where significant groups of young people are
  - congregating and are either not currently engaging with or have no access to youth provision locally
  - Deliver, in partnership with other agencies, accredited 14-19 development programmes that provide transition into training and F.E. (e.g. The Learning Gateway Programme as part of Connexions Service)
  - Provide Personal Adviser (PA) support , work with the network of other Connexions PAs and develop other contributions to Connexions Service

#### i) **The Cluster Planning process**

In 2002/03 the Lifelong Learning Division, as a whole, engaged for the first time in a common approach to service planning for Children's, Youth and Adult Learning provision. This process involved Cluster based teams of staff in drawing up their local plans and priorities for each service, **based on needs analysis data & youth population figures across the Cluster and a specification/ targets** produced by the respective Principal Officers.

The Lifelong Learning Division set three key strategic objectives for 2002 –07, which are set out in the Strategic Community Learning Plan (SCLP).

- Widening Participation in learning and community development
- Raising standards of achievement through learning and community development
- To improve leadership and management of community learning services

These three strategic objectives (each with a sub-set of specific objectives) provided the basis for clear target setting for each service within the Division and each Cluster Team planned its service locally with reference to these targets.

The details for Children's, Youth and Adult Services are set out in full in the SCLP.

The Specification and targets, specific to the Youth Service are attached as **Appendix 1**.

This approach will continue and be improved upon in 2003/04.

**j) The Youth Service contribution to and involvement in Connexions**

Leicester City Youth Service is fully committed to working with the Connexions Service to ensure the development of a strategic, co-ordinated and coherent Youth Support Service. The Youth Service's contribution will need to develop over time, in order to ensure that the service offered is good quality and sustainable, and will include the following elements :-

- A Youth Work Strategy for the City Council Youth Service that covers its role in Connexions
- the production of a city Youth Service Plan consistent with the new Common Planning Framework - a requirement/commitment under Transforming Youth Work
- Information Points & First Stop Shops at agreed settings/locations within the city [operating under the Connexions branding \(5 First Stop Shops by April 2003 ; 1<sup>st</sup> tranche of Information Points in x Youth Centres by April 2003 with further development of both levels of service to be identified and agreed with Connexions\)](#)
- innovative ways of involving young people in developing services for young people (see section on Developing the Voice of Young People)
- A Widening Participation Project (NRF) to focus on priority disadvantaged groups in the most disadvantaged areas of the city (see section on this in Targeted intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion))
- a contribution to the supply of Personal Advisers (see section 2 below)
- Personal & Social Development provision for Excluded Pupils (yr. 11) in partnership with LEA's Student Support Division (see section on this in Targeted intervention with disadvantaged and/or vulnerable priority groups - Social Inclusion)
- Connexions QA specialist involved in Youth Service's Quality Working Group

[As the First Stop Shops establish themselves, it has been agreed that they will also provide additional bases for Personal Advisers to meet with young people.](#)

Full details of the above, as provided to the Connexions Partnership, are attached as **Appendix 3**.

Although progress has been made, as described above, there has been insufficient joint attention paid, to date, to the following important areas:

- Developing the voice of young people, in which the youth service has invested considerable resource
- Reaching the “hard to reach”(see Widening Participation Project - section 4m for which NRF funding has been obtained and via Detached Youth Work – see section 5m )
- Common marketing

All of the above are important and will need to be addressed, but it needs to be recognised that the Youth Service does not have the infrastructure capacity that the Connexions Service already has.

Whilst it has been accepted in Leicester that the youth service needs to demonstrate a firm resource commitment to Connexions, which it has, it is a concern that across the Midlands many other Local Authority Youth Services have benefited from additional funding from their Connexions Partnership. This has been given to develop particular aspects of the new support service, whilst in Leicester and Leicestershire no additional funding at all has been made available to help us develop any of the above service elements.

The Youth Services of the city and county share representation on the Connexions Board on an annual rotation basis, the first year being the county's Head of Service.

Both the Principal Youth Officer and the Service Director for Lifelong Learning and Community Development sit on the LMC for the city.

The chair of the LMC is a member of Leicester City Council (the Cabinet lead for Education) who is also a member of the Connexions Board.

#### **k) Access to the service**

The local authority currently delivers its **building based** Youth Service in :-

- 13 Free-Standing Centres
- 11 schools, 10 of which are secondary Community Colleges
- 11 Neighbourhood Centres

There have not been any closures of Youth Service premises in 2002-03 and there are no plans to close any in 2003-04.

In relation to capital spending on buildings, see the section on the Special Educational Needs and Disability Act 2001.

Highfields Youth & Community Centre (HYCC) is about to undergo a major rebuilding programme, which will very considerably enhance the facilities for the community as a whole, including young people involved with the Youth Service at HYCC. This project has secured external funding from a number of sources to carry out the alterations.

The construction of Braunstone Youth House is funded by the Braunstone New Deal for Communities programme.

**The Centre formerly known as International Youth House**, which went into liquidation in the Summer of 2000, is being redeveloped in 2003 to provide a Youth Centre for the immediate local area and as a setting for city-wide youth work developments. The newly appointed Youth Work Manager takes up her post in March 2003.

The redevelopment of the Youth House is dependant upon working in partnership with other agencies, including Sport England and East midlands Arts both of whom provided capital funding to International Youth House.

As described earlier in the section on Monitoring and Evaluation, in 2002 the division has introduced **a new data collection system**, which is beginning to produce much better management information on both service delivery and resource input. Our first proper analysis of data collected since April 2002 identifies the types of provision offered in the building-based settings across the city (attached as **Appendix 5**).

## **I) Accommodation and Outlets used**

**For more detail on Accommodation and Outlets used see Appendix 5 which includes**

- Settings used by the Local Authority's own service
- The same grouped by hours open per week
- Activities delivered at Centres in 2002 by type of provision, frequency and opening

This will be refined, and possibly amended, for the final plan.

In July 2002, as part of the development of the Youth Work Strategy, Members approved the allocation of youth work resources to meet some of the demands arising from an analysis, which they requested, on the existing funding/opening hours of local authority provision. This analysis was based on the draft standards, as they were at the time, for an adequate and sufficient youth service (NYA model) and in particular a comparison or correlation between deprivation and service availability (hours open).

As a result 15 Wards and Cluster 8 received a total of £125k, to be allocated to increasing the availability of service to young people in those areas. This funding will continue to be available in 2003-04

As well as **adding to existing centre opening hours in those wards**, supporting a voluntary youth club in financial difficulty in one area, developing new detached youth work in Spinney Hill to make contact with asian young people not currently in touch with youth work provision, it has also provided for some interesting new initiatives such as a Cyber Café at the Youth Centre in Thurnby Lodge.

This funding will be available in 2003 -04 to continue developments which have, in some cases been slow to get started due to the staff recruitment problems described earlier.

**m) Role of the Youth Service in provision for Black and Minority Ethnic (BME) groups**

Leicester is one of the most ethnically diverse and multi-cultural cities in the country. At a local level much of its youth provision reflects the ethnic breakdown of the particular area. However, it has been felt that a more conscious and strategic approach can and needs to be developed. The section on Community Cohesion describes work developed in the last 12 months via 2 projects, funded by the Home Office, with reference to particular ethnic groups (i.e. Somali young people from abroad, African Caribbean and Asian young people of different cultural and religious backgrounds).

One of the chosen priority groups for the service is African Caribbean young men, who are recognised as experiencing barriers to learning and underachievement.

A project starts in January 2003 that brings together a group of African Caribbean young people with Police Officers on a 10 week, 60 hour course to explore and seek a better understanding. This project is funded from the Transforming Youth Work Fund.

The Black Youth Workers Forum has been working on proposals for the development and improvement of services for black young people. These proposals will be the focus of a two-day conference in March 2003, funded from the Transforming Youth Work Fund, which will help to inform further development in the service.

One of the developments is to be a Black Young People's Sub-Group.

## n) Lesbian, Gay and Bisexual Young People

As a vulnerable and disadvantaged group it is important that provision exists to meet the needs of young lesbian, gay and bisexual people or those questioning their sexuality. The City will be making closer links with the Leicester Lesbian Gay and Bisexual Centre Youth Service to:

- Continue the development of the “First Out” youth Group which offers social and curriculum bases activities for young people
- Tackle homophobia and discrimination thus increasing the participation of young LGB people in mainstream youth work and building more cohesive communities
- Engage with young LGB to increase participation in local decision making procedures

## o) Detached Youth Work

Currently a few areas of the city have Detached Youth Work provision, which has gradually declined over many years. The Saffron Lane area has a voluntary sector Detached Youth Work Project as does the Beaumont Leys area. The local authority service is currently deploying Detached Youth Workers on the St Matthews Estate in West Humberstone and new detached youth work in Spinney Hill to make contact with asian young people not currently in touch with youth work provision. [The service contributes 20 hours per week Detached Youth Worker time to the Braunstone Detached Youth Bus.](#)

There are plans to develop other provision as additional funding becomes available.

In the development of the Youth Work Strategy, it was agreed with Council Members that Detached Youth Work could provide an important method of contacting and working with many more young people and particularly those who prefer “streetlife” to building- based provision.

The Connexions Strategy also highlights the importance of this role in contacting and working with “hard to reach” young people. [However, no discussions have been held yet between the services to develop that link and role.](#)

In the summer of 2001 the deployment of Detached Youth Workers by the Youth Service in particular neighbourhoods, funded by additional monies from the Home Office, proved this point by its contribution to meeting immediate challenges to social inclusion and cohesion and to the authority’s understanding of the longer term needs of particular groups of young people.



**p) Information Advice and Counselling**

Open Door Counseling Service is a voluntary sector project financed by the Lifelong Learning and Community Development Division with a full-time Worker seconded from the Division to manage it. It provides an outstanding service across Leicester and Leicestershire in schools and other settings.

It is listed in the Leicester, Leicestershire and Rutland Health and Social Care Mental Health Promotion Strategy publication

**q) Holiday Activity Programmes**

The department has made provision for Summer Youth Activities for some years. In 2002, the process as in previous years was to invite bids from both the voluntary and statutory sector, which were then considered centrally by a panel of staff from both sectors. Basic details of the provision for 2002 are as follows :-

	<b>Projects</b>	<b>Grant Awarded</b>
Statutory	29	£39,103
Voluntary	30	£24,837
<b>Total</b>	<b>59</b>	<b>£63,940</b>

For 2003, it is proposed to change the process to a more devolved decision-making model. Each Cluster area will be given a budget and asked to plan provision with voluntary sector providers. Provisional plans will then be considered centrally before final approval. The intention is to produce a more strategic approach than a bidding process has produced, determined by local knowledge, and drawing the voluntary and statutory sectors into a closer working relationship locally.

**r) Youth Service Working in Partnership**

The Youth Service is currently working in partnership with a number of other agencies, as a result of both locally determined relationships and strategic decisions.

In 2003-04 the Youth Service will have, at a strategic level, the following partnership agreements, which include a review/reporting process:

- With voluntary sector partners for Resolving Differences (Community Cohesion) Project
- With voluntary and private sector partners for Pathfinder (Community Cohesion) Project
- With Connexions for First Stop Shops/Information Points
- SLA with Student Support Division for Excluded Pupils Project
- Protocol with Housing Dept. re. Anti-Social Behaviour

- With New Deal for Communities programme in Braunstone, which includes the development of a new Youth House facility.

From the responses to the **Youth Work Strategy consultation exercise**, it was clear that many local services see considerable synergy between the Youth Work Strategy and their own goals. Many of them have expressed the wish to work in partnership to achieve common goals and targets with the following suggested linkages (some of which already exist). In no particular order they are:

- LCVYS & other Voluntary Youth Work agencies
- Leicestershire Careers & Guidance Service/Connexions)
- Excellence in Cities, Excellence Challenge & Education Action Zones
- Development of on-line education & support (EiC)
- Schools (youth work, mentoring and Connexions Personal Advisers)
- Youth Work in Cultural Services, Housing Assessment & Support Service
- Sports Development - Active Sports, Sporting Crowns & Midnight Basketball
- Drug & Alcohol Action Team and Substance Misuse Services
- Housing & Anti-Social Behaviour/Social Behaviour contracts
- Teenage Pregnancy Co-ordinator
- Youth Offending Service / Crime & Disorder Partnership / Community Safety
- The Police
- The Learning & Skills Council (LSC)
- LEA's Pupil and Student Support Division
- The County Youth Service

Since the above consultation process there have been new developments in a number of areas of work, each of which has been in partnership with other agencies, including the voluntary sector. See the sections on Community Cohesion, Excluded Pupils, the Youth Service contribution to Connexions and the Anti-Social Behaviour Pilot/protocol with Housing for developments with some of the above partners.

## **Voluntary Sector**

The Division has staff, a Voluntary sector Grants Officer and Project Officers, dedicated to the development and contract management of voluntary organisations that it funds across the whole age spectrum.

The priority in 2002-03 has been to ensure that all the organisations have a revised contract and are working to it. The Quality Assurance Framework Pcsso has been introduced as part of the revised contract. Once the Youth Service has established its own new Quality Assurance framework, via its

Quality Working Group, it will seek to involve voluntary partners in that practice.

An exercise has also been undertaken to determine the extent to which funded organisations meet the division's aims and objectives. However, this has not yet clarified specifically enough those voluntary youth organizations that can be said to be delivering youth work. This will need to be undertaken in order to move forward on the action, described in the next but one paragraph, to hold meetings on a quarterly basis between statutory and voluntary youth work providers.

The local planning of youth provision has begun effectively in some areas of the city as a result of the new approach to cluster planning, whilst in some areas, such as Highfields and Saffron, it has been a feature of their approach for some time.

It is felt that this can be further improved by holding meetings on a quarterly basis between statutory and voluntary youth work providers. These will be started from April 2003 as part of a revision of the City-Wide Youth Work Forum, which will now be split between statutory service meetings and partnership meetings, as just described, involving both.

### Corporate working within Local Authority

It also needs to be recognised that **the City Council is a provider of many other services that are of benefit to and often closely related to the activities engaged in by young people with youth workers.** For instance in Sport & Leisure Centres, Parks, Adventure Playgrounds, Cultural and Arts provision that includes major city events. Whilst the Youth Service has improved its corporate working of late, it is clear that it does not yet take full advantage of the opportunities and potential synergy that are possible within a unitary authority. This situation will be considerably improved by the development of the Community Cohesion Pathfinder Project (described in section 4o), which has a strong corporate approach to it.

### s) Finance

In 2002-03 the division has undertaken a budget build-up exercise, which has established the Youth Service's theoretical budget. The increase from the previous year, in the table below, is due to the inclusion of services that came into the division from Arts and Leisure Department.

	00/01	01/02	02/03	03/04
<b>Education Budget</b>	£150,186,100	£169,680,800	£171,201,200	
<b>Youth Service Budget</b>	£1,869,158	£1,912,230	£2,094,597	£2,177,558

<b>% of Youth Service Budget To Education Budget</b>	1.24	1.13	1.31	
<b>External Funding (Strategic)</b>	£48,590	£53,100	£ 440,000	

At a Cluster level the service delivery budgets are currently aggregated across Children, Youth and Adult Learning Services within each setting. The next step, to be addressed in the Spring of 2003, is to disaggregate them to arrive at discrete actual service budgets, which are required both by OFSTED and the Common Planning Framework.

#### t) Staffing

The following staffing figures are those supplied for the National Youth Agency's Audit for 2002-03 with the addition of the posts for Staff Development & Training and the Voice of Young People Unit which have not been included.

Management Staff (Full Time Equivalent)	2
Staff Development & Training (TYW funded)	
Voice of Young People Unit (1 FTE funded from TYWF)	1.5
Paid Delivery Staff Full Time Youth Workers	26
Paid Delivery Staff Part Time Youth Workers (Numbers)	196
Paid Delivery Staff Part Time (Full Time Equivalent)	19.87
Admin Support Staff (Numbers)	2
Admin SupportStaff (Full Time Equivalent)	1.5

#### Notes

Admin figures relate to central admin staff and Young Peoples Council  
They don't include any admin support in local settings  
The admin support in local settings needs to be clarified

It is likely that there will be **changes to staffing in 2003-04** for a range of differing reasons. It is not possible to anticipate the precise nature of all these changes, except that they are likely to be as follows :-

- Phase 2 of the Lifelong Learning & Community Development Division's Review, described in the section on Opportunities and Threats, which will involve a major review of full and part-time youth worker posts
- NRF funding allows for recruitment to 6 new posts (3.5 FTEs) for the Widening Participation Project which will target the service's priority groups in NRF wards
- Recruitment of a project manager for the Community Cohesion Pathfinder Project

## 6. Equality and Diversity

The City's Youth Work Strategy states :

### a) Framework and Legislation and Policy

**Staff will work within the existing framework of legislation and policy, which includes recent additional developments: -**

- The Race Relations Amendment Act (2000).
- The Disability Discrimination Act 1995, (DDA) and its amendment
- The Special Educational Needs and Disability Act 2001 (SEND)
- Human Rights Act 1998

In its work with young people, the Youth Service will be proactive by developing the youth work curriculum to address and promote these key areas.

This plan demonstrates how the Youth Service is setting **targets to increase the level of participation** in the service both generally and with particular emphasis on priority groups set out in the section entitled **priority groups**.

It also demonstrates the range of new work being developed under the theme of **targeted intervention with disadvantaged and/or vulnerable priority groups (Social Inclusion)** which can be seen in that section of this document.

### b) Race Equality Means Quality (REMQ)

An REMQ audit of Lifelong Learning and Community Development Division, in line with the requirements of the Commission for Racial Equality (CRE), has been underway since August 2002.

An evaluation report is currently being drafted and, when approved, will lead in early 2003 to an REMQ Action Plan. This will bring the new division up to speed with the corporate strategic objectives for race equality.

The following tables provide baseline comparisons on :-

- The level of usage by ethnic groups compared with their presence in the community
- The staff profile compared with the community served

NB Whilst the ethnic breakdown of the 2001 census is available for the population as a whole, it is not yet available specifically for the 13-19 age group.

### Level of usage by ethnic groups (13-19 years) compared with their presence in the community

Description	Asian	Black	Chinese or Other Ethnic Group	Dual Heritage	White
Individual participants in the service between 1/9/02 or 30/11/02	25.59%	11.38%	2.18%	11.24%	49.61%
13 - 19 Population 1991 Census	32.75%	3.09%	2.22%		61.95%
All Population of Leicester Census 2001	29.92%	3.08%	0.83%	2.32%	63.86%

### The staff profile compared with the community served

Description	Asian	Black	Chinese or Other Ethnic Group	Dual Heritage	White
Full and Part-time Staff	24.18%	18.68%	0%	3.29%	53.85%
All Population of Leicester Census 2001	29.92%	3.08%	0.83%	2.32%	63.86%



**NB** The above 13-19 population figure is lower than the figure used recently to calculate the new Youth & Community strand of Local Authority Youth Service funding which is similar to that quoted in this document from the **2001 mid year census estimates which is 28510**

### Actions in 2002 – 2003

- Premises audit of youth provision
- Capital Expenditure - £35,561
  - criterion used - areas of High Special Educational Needs (SEN).
  - targeted at our free standing youth centres

Name of Centre	Alterations/Adjustments	Total £
New College (Youth Centre)	Drop curve, supply and fit handrail, Asymmetric door, widen door to hall, and refurbish wheel chair accessible toilets.	<b>9K</b>
St Marks Youth Centre	Adjust disable access ramp, build disable toilet and increase door openings.	<b>10K</b>
Braunstone Oak Youth Centre	Alterations to approach route. Build disabled persons toilets	<b>12K</b>
	Fee Costs	<b>4561</b>
<b>TOTAL</b>		<b>35561</b>

- Revenue – commissioned Leicestershire Centre for Integrated Living (LCIL) to deliver training to Full-time and Part-time Youth Workers - £9,698.

### Developments for 2003-04

- To review youth work training on DDA & SEND Act with LCIL and Staff Development and Training Co-ordinator (31<sup>st</sup> January 2003) and implement findings in 03-04.
- Report to YSU on expenditure of grant – capital and revenue (31<sup>st</sup> March 2003)
- Submission for 2003 – 2004 – capital and revenue expenditure (31<sup>st</sup> March 2003)

## 7. Significant practice examples

Whilst the plan contains a number of such examples in many of the sections above, specific attention will be given to this section prior to submission of the final version of the plan.

## 8. Appendices



- Appendix 1 Cluster Planning Specification and Targets**
- Appendix 2 Youth Service's main objectives and priorities for 2002/04**
- Appendix 3 The Youth Service's contribution to the local Connexions Service**
- Appendix 4 Organisational / structure map for LL & CD Division**
- Appendix 5 Analysis of service delivery by Centre.**
- Appendix 6 Education and Lifelong Learning Planning Framework**
- Appendix 7 Youth Work Curriculum Framework (Draft)**