

# Youth Work

**in Cumbria Partnership**

## **Communication Plan**

*(February 2006)*

## **Communication Plan**

### ***Introduction***

The Youth Work in Cumbria Partnership (YWiCP) is committed to constantly improving our communication systems as part of our Governance arrangements and Performance Improvement Programme. We understand the importance of clear, honest, timely and relevant communication. We will undertake a planned and sustained approach to communication to support the delivery of our core youth work services. The Communication Plan will help us to manage and monitor the flow of information. Communication is a core part of everyone's role within in the YWiCP. It is vital that every stakeholder takes responsibility for both giving and receiving information in a **fair, equitable** and **inclusive** way.

The YWiCP Visioning Day with the National Youth Agency in October 2005 identified a number of concerns regarding the flow of information within the extended partnership. Communication systems need to be improved at all levels. There needs to be clarity on how decisions are made, how people can influence those decisions and how those decisions are communicated across the partnership.

The aim and objectives of the Plan set out the principle direction of communication within the YWiCP. Communication and consultation with young people, their families and communities is dealt with in the **YWiCP Young People's Participation Plan**.

In order for us to communicate effectively we must first analyse our current communication systems.

### ***Identified Issues 2005-2006***

Whilst we have developed a workable communication and information sharing system, there are concerns and issues identified across the YWiCP:

- No aims, objectives or principles of good communication
- No corporate image and identity
- No publicity and promotion plan
- Links with the media are not prioritised at strategic or operational levels
- Limited culture of two way communication
- Lack of ownership of shared communication
- Disparity of internal information sharing between the 3 partners
- Assumption that all stakeholders at all levels need to know everything
- Misunderstanding of the difference between operational and strategic communication
- Expectation that communication should be top down
- Misunderstanding of who makes decisions, how those decisions are made and how to influence those decisions
- Inconsistent approach to the timing of information sharing
- No key person responsible for communication across the Partnership

## **Stakeholders**

The YWiCP needs to take account of a range of stakeholders in its Communication Plan.

Who do we want and need to communicate with? What do we need to communicate? When should we communicate?

- Young people
- Youth work providers
- Local Youth Work Partnerships
- CCC Local Committee's
- YWiCP Co-ordination and Development Team
- YWiCP Board and Executive
- CCC Children's Services
- Change for Children Partnership and Emerging Children's Trust
- CCC Children and Young People's Scrutiny Panel
- Wider voluntary youth sector through Cumbria Youth Alliance (CYA)
- Connexions Partnership
- Cumbria County Council
- Government Office for the North West
- Other external commitments as requested

## ***Aims, Objectives and Principles***

### ***Aim***

**To improve communication and the flow of information across the Youth Work in Cumbria Partnership**

### ***Objectives***

1. To promote the YWiCP at local, county and regional level as a provider of quality youth services.
2. To increase public and provider confidence in the YWiCP as a managing agent for youth services.
3. To promote the YWiCP as a support organisation which values its provider service, and listens to and learns from their concerns.
4. To develop a culture within the YWiCP of openness and transparency, and improve two way communication between the YWiCP Board, Local Youth Work Partnerships, Development Team and providers.
5. To develop a culture of communicating good practice and learning from each other.
6. To build political confidence in the YWiCP as a first class provider of community based youth work.
7. To strengthen relationships between the YWiCP and partner organisations in order to expand on current interaction and joined up thinking. To achieve objectives and to enable others to achieve theirs.

### ***Principles of Good Communication***

The YWiCP will adhere to the following principles of good practice in communication :

1. The YWiCP believes in the importance of good communication with and between all stakeholders.
2. The YWiCP will act with openness and honesty.
3. Communication will be considered strategically in all business planning and service delivery.
4. Communication should be accurate, co-ordinated and timely.
5. Plain English should be used whenever possible and tailored for the targeted audience.

6. Communication should follow the organisational style.
7. Appropriate and relevant communication channels should be used including e-mails, telephone, letters, leaflets, newsletters, reports, meetings, consultation events and local media.
8. The YWiCP has a duty to correct inaccuracies both internally and externally in order to protect its reputation. It also has a duty to admit liability or apologise to its stakeholders when proven wrong.
9. The YWiCP has a responsibility to abide by requirements of the Freedom of Information Act and release information as required under the terms of the Act.

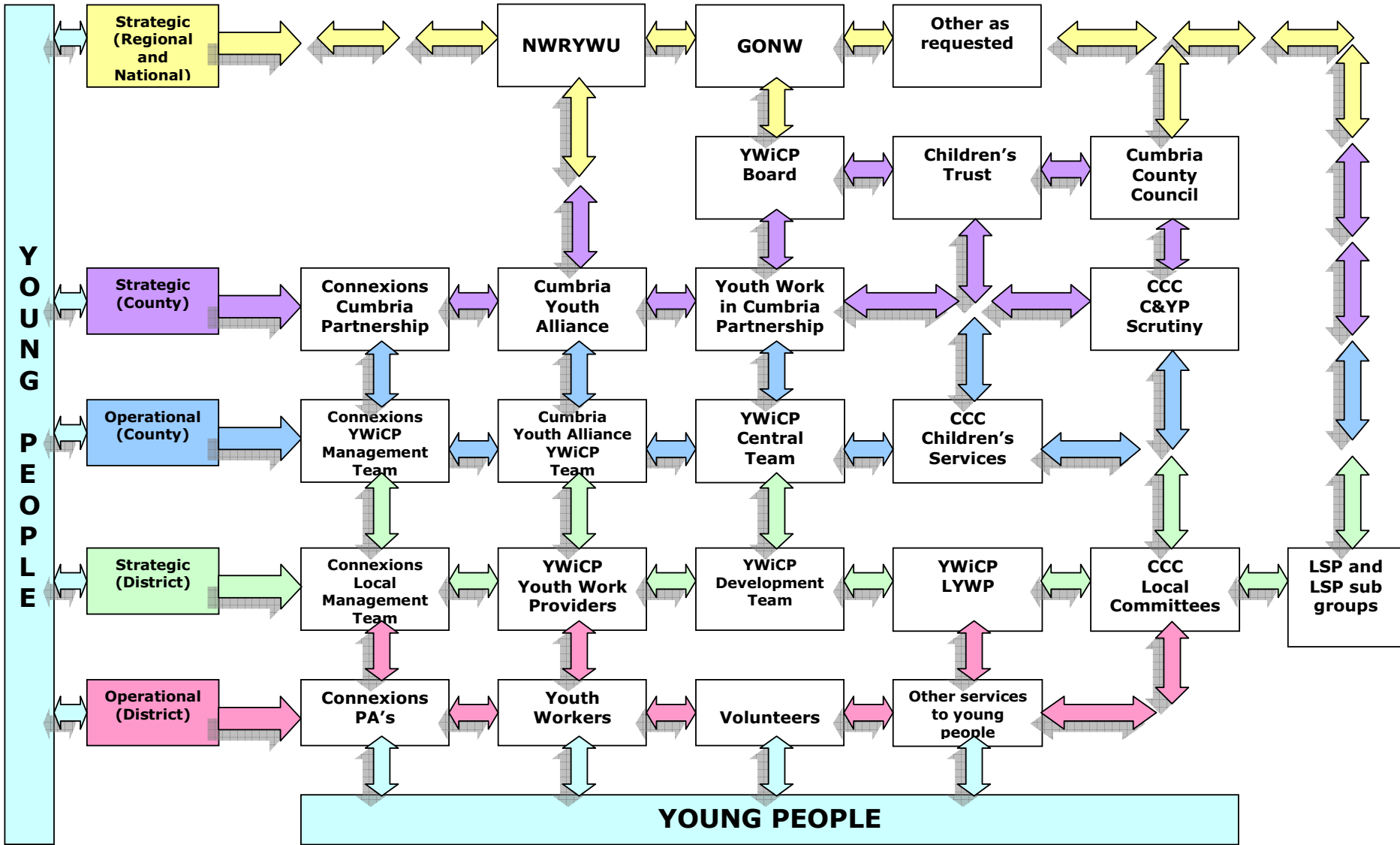
### **Communication Plan – The Practicalities**

Communication and the flow of information is the responsibility of **all** stakeholders. It is important to understand that we are all responsible for giving and receiving information. Page 6 highlights, in a visual format, the routes available for all stakeholders wishing to communicate within the YWiCP. There are many communication opportunities identified in the flowchart and each stakeholder should take responsibility for following the most appropriate route.

The matrix on pages 7-9 details the key responsibilities, evidence, activities and timing for each part of the YWiCP linked to the Communication Plan objectives. This should be used in conjunction with the flowchart. This is not a complete list and will be added to as the YWiCP develops.

1. Ask yourself a few simple questions
  - *What do I want to know?*
  - *What do I want to say?*
  - *At what level does the information need to be requested or shared? Is it a strategic or operational? Local, County or Regional?*
  - *Who do I need to communicate with?*
  - *How can I communicate this?*
  - *What is the timescale?*
2. Identify where you are and where you want to be on the flowchart
3. **FOLLOW THE COLOURED ARROWS** choosing the most appropriate route
4. Identify the communication objective and appropriate communication system on the matrix

**COMMUNICATION ROUTES**



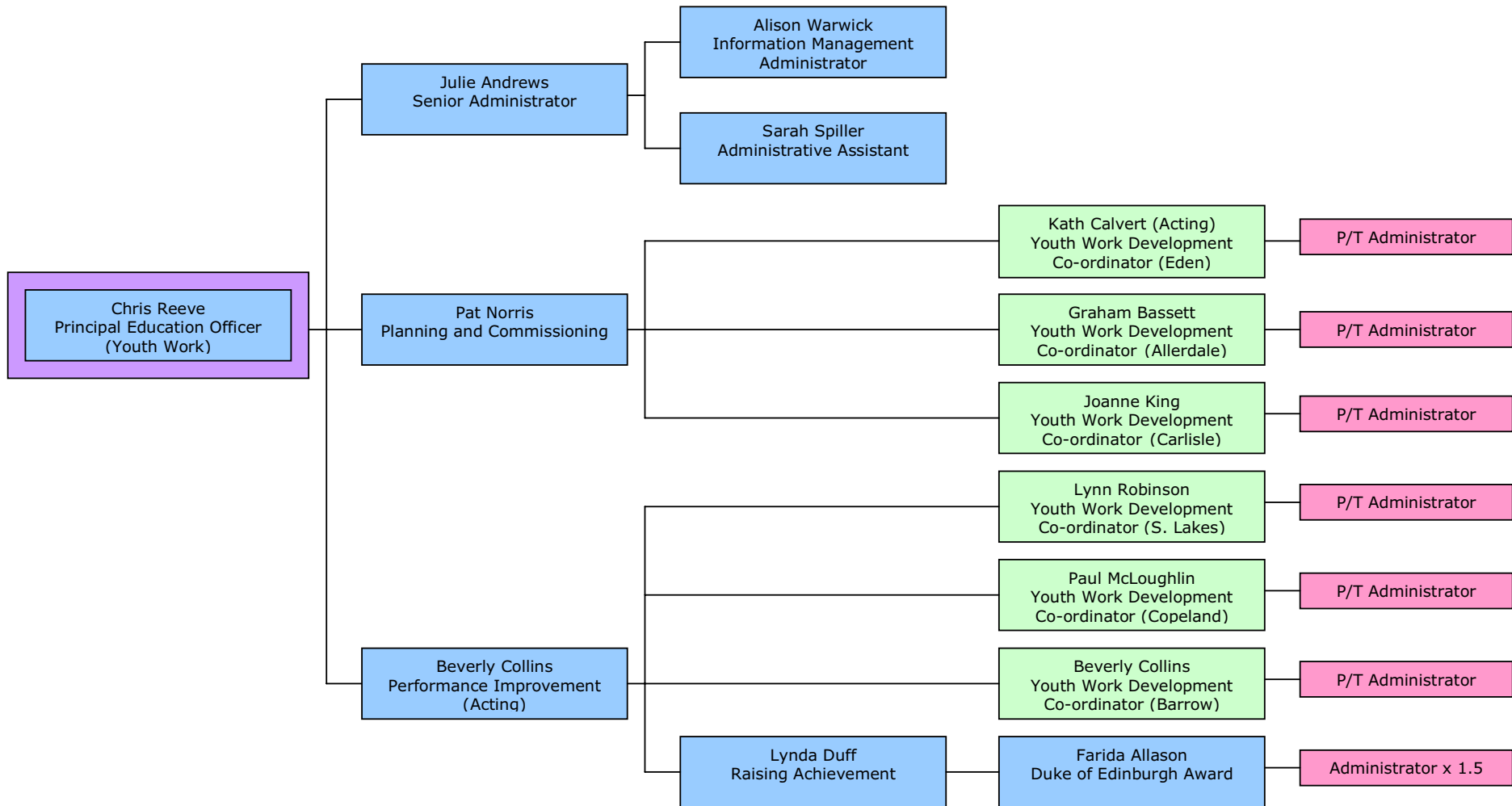
## Communication Plan Matrix - 2006 onwards

Objective	Action and Evidence	Received by	Responsibility	Minimum Timescale
1. To promote the YWiCP at local, county and regional level as a provider of quality youth services	a. YWiCP Young People's Participation Plan	a. Providers and young people	a. Central Development Team and Children's Trust	a. 2006 then ongoing
	b. Newsletters	b. Voluntary youth sector, Development Co-ordinators, Connexions Centres	b. CYA	b. Quarterly
	c. Local Youth Work Plans	c. YWiCP Board, LYWP, Local Committee, Children's Services, local C & YP networks, LSP, CDRP	c. Development Co-ordinators	c. Annually
	d. YWiCP Strategic Plan	d. CCC, Children's Trust, GONW, other strategic bodies	d. Central Development Team	d. Annually
	e. Presentations and updates	e. CCC C&YP Scrutiny Panel, Local Committee's, CCC Cabinet, LYWP's	e. YWiCP Chair and Central Development Team	e. Annually
	f. Audits – JAR, APA, NYA	f. GONW, CCC and NYA	f. Central Development Team	f. Annually
	g. Provider Service evaluations	g. Providers, Central Development Team and Development Co-ordinators	g. Development Co-ordinators	g. Quarterly
	h. Youth Service Quality Mark – self assessment and action plan	h. YWiCP Board, GONW, DfES and NYA	h. Central Development Team and identified Board members	h. 2006/07
2. To increase public and provider confidence in the YWiCP as a managing agent for youth services.	a. Commissioning Paper	a. LYWP, Providers and Development Co-ordinators	a. Central Development Team	a. Annually
	b. Press releases and interviews	b. Local media and Young People Now Magazine	b. Central Development Team, Development Co-ordinators, CYA and Providers	b. Quarterly
	c. CCC, CYA and Connexions websites	c. Public, providers and other stakeholders	c. Central Development Team, CYA and Connexions	c. Quarterly
	d. Neighbourhood Forums and Local Committee meetings	d. Communities, wards and neighbourhoods; LYWP	d. Local Committee Members, Community Unit and Development Co-ordinators	d. Quarterly

<p>3. To promote the YWiCP as a support organisation, which values its provider service, listens to, and learns from their concerns.</p>	<p>a. Provider support, local accessibility, phone, mobile phone, text, e-mail, quality assurance evaluations</p> <p>b. Statistical monitoring, analysis and feedback</p> <p>c. LYWP update reports</p> <p>d. Voluntary youth sector reports</p> <p>e. Connexions reports</p> <p>f. Feedback reports from the YWiCP Board and Executive</p>	<p>a. Providers</p> <p>b. Providers, Development Co-ordinators and Central Development Team</p> <p>c. YWiCP Executive and LYWP</p> <p>d. YWiCP Executive and LYWP</p> <p>e. YWiCP Executive and LYWP</p> <p>f. LYWP, Development Co-ordinators, CYA and Providers</p>	<p>a. Development Co-ordinators</p> <p>b. Providers, Development Co-ordinators and Central Development Team</p> <p>c. Development Co-ordinators</p> <p>d. CYA</p> <p>e. Connexions</p> <p>f. YWiCP Chair and Central Development Team</p>	<p>a. Weekly</p> <p>b. Monthly</p> <p>c. Monthly</p> <p>d. Quarterly</p> <p>e. Quarterly</p> <p>f. Monthly</p>
<p>4. To develop a culture within the YWiCP of openness and transparency, and improve two way communication between the YWiCP Board, Local Youth Work Partnerships, Development Team and providers.</p>	<p>a. YWiCP Board reports</p> <p>b. LYWP update reports</p> <p>c. Feedback from YWiCP Executive/Board</p>	<p>a. LYWP and Development Co-ordinators</p> <p>b. YWiCP Executive</p> <p>c. LYWP and Development Co-ordinators</p>	<p>a. Central Development Team</p> <p>b. Development Co-ordinators</p> <p>c. YWiCP Chair and Central Development Team</p>	<p>a. Quarterly</p> <p>b. Monthly</p> <p>c. Monthly</p>
<p>5. To develop a culture of communicating good practice and learning from each other.</p>	<p>a. County information sharing and learning events</p> <p>b. Local information sharing and learning events</p> <p>c. Information newsletters and emails</p> <p>d. Local consultation and celebratory events</p> <p>e. County consultation and celebratory events</p>	<p>a. Providers and wider youth networks</p> <p>b. Providers and local youth networks</p> <p>c. Providers, wider voluntary youth sector, Development Co-ordinators, Connexions Centres</p> <p>d. Young people, providers and wider youth networks</p> <p>e. Young people, providers and wider youth networks</p>	<p>a. CYA, Connexions and Central Development Team</p> <p>b. LYWP and Development Co-ordinators</p> <p>c. CYA</p> <p>d. LYWP</p> <p>e. CYA, Connexions and Central Development Team</p>	<p>a. Annually</p> <p>b. Bi-annual</p> <p>c. Quarterly</p> <p>d. Bi-Annual</p> <p>e. Annual</p>

<p>6. To build political confidence in the YWiCP as a first class provider of community based youth work.</p>	<p>a. Local Youth Work Plans</p> <p>b. Consultation and user satisfaction surveys</p> <p>c. Reports to Local Committee</p> <p>d. Reports to C&amp;YP Scrutiny Committee</p>	<p>a. CCC, Local Committee, District Council, Town and Parish Council, LSP</p> <p>b. CCC, YWiCP Board, young people, other statutory and voluntary youth networks</p> <p>c. Local Committee and public</p> <p>d. C&amp;YP Scrutiny Committee and other CCC</p>	<p>a. Development Co-ordinators</p> <p>b. LYWP and Development Co-ordinators</p> <p>c. Development Co-ordinators</p> <p>d. YWiCP Executive and Central Development Team</p>	<p>a. Annually</p> <p>b. Annually</p> <p>c. Quarterly</p> <p>d. When requested</p>
<p>7. To strengthen relationships between the YWiCP and partner organisations in order to expand on current interaction and joined up thinking. To achieve operational objectives and to enable others to achieve theirs.</p>	<p>a. County inter-departmental and agency forums</p> <p>b. Local inter-departmental and agency forums</p>	<p>a. YWiCP Board and County partners</p> <p>b. LYWP and local partners</p>	<p>a. YWiCP Executive and Central Development Team</p> <p>b. Development Co-ordinators</p>	<p>a. Bi-annual</p> <p>b. Bi-annual</p>

## YWiCP Co-ordination and Development Team - Organisational Structure 05/06



## **Key Contacts in Cumbria**

### **Youth Work in Cumbria Partnership Board** (\* denotes YWiCP Executive attendee)

				<b>Contact e-mail</b>
<b>Chair</b>	Duncan Graham*			<b>name.surname@cumbriacc.gov.uk</b>
<b>CCC</b>	Cllr Philip Chappelhow	Cllr Elizabeth Barraclough	Cllr Alan Nicholson	<b>name.surname@cumbriacc.gov.uk</b>
<b>CYA</b>	Cath Clarke*	Heike Horsburgh	Jan Davinson	<b>cath@cya.org.uk</b>
<b>Connexions</b>	Sian Rees	Dave Clough*	Pete Alger	<b>name.surname@connexionscumbria.co.uk</b>

### **Central Development Team**

Principal Education Officer (Youth Work)  
Planning and Commissioning Officer  
Performance Improvement Officer  
Raising Achievement Co-ordinator  
Senior Administrator  
IMS Administrator  
Administrative Assistant

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Beverly Collins (Acting 05-06)  
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Julie Andrews\*  
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Sarah Spiller

### **Youth Work Development Co-ordinators**

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Barrow  
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### **Other**

Trac Training Co-ordinator

Lorraine Bearchell-Healy (CYA)

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## Glossary of Terms

<b>APA</b>	Annual Performance Assessment
<b>CCC</b>	Cumbria County Council
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CYA</b>	Cumbria Youth Alliance
<b>C &amp; YP</b>	Children and Young People
<b>GONW</b>	Government Office for the North West
<b>JAR</b>	Joint Area Review
<b>LSP</b>	Local Strategic Partnership
<b>LYWP</b>	Local Youth Work Partnership
<b>NWRYWU</b>	North West Regional Youth Work Unit
<b>NYA</b>	National Youth Agency
<b>TRAC</b>	Training Routes Across Cumbria (CYA)
<b>YWiCP</b>	Youth Work in Cumbria Partnership