

# Youth Work in Cumbria Partnership

## Strategic Plan 2005-2008



Cumbria Youth Alliance



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## Foreword

This is our first ever joint Strategic Plan heralds the dawn of a new era. It marks a big step forward for a Partnership forged in the heat of a difficult period for youth services in Cumbria and in the full glare of an OFSTED inspection. It is the result of enthusiastic co-operation between Partners still exploring the implications of reconciling their separate interests and ways of doing things into a strategy which reflects the real needs of the young people of Cumbria. It acknowledges shortcomings which will have to be addressed and gaps which will have to be filled. It seeks to bring about real change in the lives of 13-19 year olds in an exciting and dynamic way which will increasingly reflect the aspirations and needs of those it is designed to serve. Our strategic aims are ambitious but realistic: beneath the headlines you will see a wealth of detailed planning and thinking. I doubt if anywhere in England you will find a better Partnership.

To achieve the quality and range of service needed there is much to do. We must first put in place an infrastructure to improve our information base, bring about a step change in the provision of training and support for those in the front line and to put a quality assurance system in place.

Of course, plans are no good without people with determination, imagination and energy to implement them. Ours celebrates the diversity of the Partners and draws generously on the wealth of talent in the voluntary sector, in Connexions and in the County Council. We have a committed team working to achieve the best possible service to the young people of Cumbria. It is not, and must not be seen as the last word – that lies with all of those who will help us modify, improve, and, most importantly of all, implement the Strategic Plan 2005-2008

*Duncan Graham*

Duncan Graham C.B.E. M.A.  
Independent Chairman

## **Background**

In March 2004 Cumbria County Council approved its Youth Services Plan for 04 – 05. Key to this plan was a strategic approach to the development and delivery youth work services within the county through a formal partnership with Connexions Cumbria and the voluntary youth sector represented by the Cumbria Youth Alliance. This partnership is entrusted with the development and delivery of high quality youth work services for young people 13 – 19 that the County Council is accountable for ensuring.

The policy directions outlined in Transforming Youth Work continue to be developed within Cumbria, along with the further development of standards in Resourcing Excellent Youth Services. The wider context of Every Child Matters: Change for Children is shaping the work at strategic and local level.

A full OFSTED inspection of youth work services was undertaken in February 2005 and the first year of this strategic plan also forms the post OFSTED action plan.

## **Vision for Youth Work in Cumbria**

Our vision is to create with young people and partners, a dynamic and exciting service for 13 to 19 year olds which appeals to, and engages young people and is responsive to their diverse personal and social development needs.

## **Equality & Diversity**

As a Partnership we are committed to providing responsible leadership and policy to promote the values of equality and diversity. All discrimination, including on the grounds of gender, disability, race, colour, ethnic origin, belief, culture, sexual orientation, age, nationality or national origin are unacceptable and will not be tolerated by the Partnership.

As a Partnership we work to promote fairness and equality opportunity in all our areas of work, including as a provider of services, as employers and as partners. As a partnership we actively seek to promote inclusion for young people, to counteract disadvantage and inequality. We will endeavour to promote community cohesion through our work and to support and recognise the contribution young people can and do make to their communities. Young people in Cumbria have so much to offer – within their communities and also the wider world and as a Partnership we are committed to supporting young people to understand and have the opportunity to celebrate diversity within communities.

As a Partnership we are committed to ensuring the needs and diversity of young people are recognised through consultation and the involvement of young people.

## **Strategic Aims**

### **Aim 1 to improve standards of young people's achievement and the quality of youth work practice**

- 1.1 Accreditation and Recorded Outcomes
- 1.2 Provider Development and Capacity Building
- 1.3 Service and Best Value Performance Indicators

### **Aim 2 to improve the range and quality of curriculum and resources**

- 2.1 Curriculum Framework
- 2.2 Developing Youth Work Environment
- 2.3 Workforce Development

### **Aim 3 to improve strategic and operational leadership and management**

- 3.1 Involving Young People (Working in conjunction with Change for Children Partnership)
- 3.2 Quality Assurance Systems
- 3.3 Commissioning and Contracting
- 3.4 Information Management Systems
- 3.5 Protocols and Communication
- 3.6 Developing Opportunities to increase external funding

## Aim 1. To improve standards of young people's achievement and the quality of youth work practice

1.1 Accreditation and Recorded Outcomes				
Objective	Activity/method	Lead responsibility	Key deadlines	Outcomes
1.1a Establish overview and direction including links to other strategic planning themes	Liaise with Co-ordination and Development team and CYA  Meet providers and consult with curriculum task group	Performance Improvement Officer	Sept 05	<ul style="list-style-type: none"> <li>All planning themes accommodate accredited learning</li> <li>Integrate with IMS</li> <li>Levels of delivery and development needs established</li> </ul>
1.1b Produce and consult on draft accreditation framework alongside Curriculum Framework	Draft framework and undertake consultation	Performance Improvement Officer	Dec 05 Feb 06	<ul style="list-style-type: none"> <li>Draft framework approved by Board.</li> <li>Consultation via Local Partnerships with providers, strategic partners and young people</li> </ul>
1.1c Launch of Accreditation Framework	Share new Framework with field and strategic partners	Performance Improvement Officer	Jun 06	<ul style="list-style-type: none"> <li>Strategic awareness of accreditation of young people's learning</li> </ul>
1.1d Youth work provider development	Training and development	Performance Improvement Officer	Mar 07	<ul style="list-style-type: none"> <li>A flexible and responsive provider development programme is in operation</li> </ul>
1.1e Devise a Cumbria specific scheme to record and accredit young people's outcomes	Task group to undertake consultation and	Performance Improvement Officer	Mar 07	<ul style="list-style-type: none"> <li>Scheme developed, piloted and reviewed</li> </ul>
1.1f Produce an Operational Guidance pack to providers of accredited programmes	Work with partners and relevant bodies to develop operational guidance	Performance Improvement Officer	Mar 07	<ul style="list-style-type: none"> <li>Providers have access to clear and concise operational guidelines</li> </ul>
1.1g Monitor implementation of the accreditation framework	Liaise with the Co-ordination and Development Team	Performance Improvement Officer	Mar 08	<ul style="list-style-type: none"> <li>Robust system to record, monitor and evaluate delivery of accredited outcomes</li> <li>Increased number of YP receiving recorded outcomes or accreditation of training and learning.</li> </ul>

<b>1.2. Provider Development and Capacity Building</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
1.2a To improve the providers capacity to deliver effectively	<p>Analyse the capabilities of all potential providers and their development needs</p> <p>Development and Co-ordination team draw Up Provider Support Plan</p> <p>Results of provider development needs inform Workforce Development Plans that:</p> <ul style="list-style-type: none"> <li>• Co-ordinate response to provider development needs</li> <li>• Action the delivery of capacity building support in each of the 6 geographical areas and core central roles</li> <li>• Ensure continuous monitoring and evaluation cycle of provider development plan</li> </ul>	Planning and Commissioning Officer	<p>Dec 05</p> <p>Mar 06</p> <p>Annually thereafter</p>	<ul style="list-style-type: none"> <li>• Clear development needs identified</li> <li>• Clear recommendations regarding central roles/provider development</li> <li>• Mechanisms in place to support agencies to reach the required standard to enable them to contract with YWIC</li> <li>• Information shared with relevant bodies to inform planning.</li> <li>• Improved performance and confidence of providers.</li> <li>• Improved management skills</li> <li>• Improved quality provision with embedded quality systems.</li> <li>• Increased involvement of young people at unit level</li> <li>• Increased recorded and accredited outcomes</li> </ul>

<b>1.3. Service and Best Value and Performance Indicators</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
1.3a A target of reaching 25% of the 13-19 population	Analyse and establish baseline data from Provider Agreements and set annual benchmark	Planning and Commissioning Officer	Jan 06 Annually thereafter	<ul style="list-style-type: none"> <li>Identify targets identified to increase reach</li> <li>Inform planning and commissioning process for following years</li> </ul>
1.3b A participation rate in Youth Work of 15% of the resident 13-19 population	Analyse and establish baseline data from Provider Agreements and set annual benchmark	Planning and Commissioning Officer	Jan 06 Annually thereafter	<ul style="list-style-type: none"> <li>Identify targets identified to increase reach</li> <li>Inform planning and commissioning process for following years</li> </ul>
1.3c Of those participating in youth work 60% will gain a recorded outcome and 30% an accredited outcome as outlined in Best Value Performance Indicators BV 22.1a and BV 22.1b	Analyse and establish baseline data from Provider Agreements and set annual benchmark	Planning and Commissioning Officer	Jan 06 Annually thereafter	<ul style="list-style-type: none"> <li>Identify targets identified to increase reach</li> <li>Inform planning and commissioning process for following years</li> </ul>
1.3d A target of 70% of those in the Service expressing satisfaction	Survey Young People	Performance Improvement Officer	May 06 Annually thereafter	<ul style="list-style-type: none"> <li>70% plus satisfaction achieved</li> <li>Young people understand the pledge</li> </ul>
1.3e A target ratio of 100 FTE Youth workers to Young People aged 13-19.	Analyse and establish baseline data from Provider Agreements and set annual benchmark	Performance Improvement Officer	Jan 06 Annually thereafter	<ul style="list-style-type: none"> <li>Inform workforce development plan/TRAC training programme</li> <li>Deployment of youth workers appropriate to service needs</li> </ul>

**Aim 2. To improve the range and quality of curriculum and resources**

<b>2.1 To establish a Curriculum Framework</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
2.1a Establish overview and direction including links to other strategic planning themes	Establish task group. Identify current provision and gaps in light of national guidance	Performance Improvement Officer	Jan 06	<ul style="list-style-type: none"> <li>• Shared awareness of strategic context:</li> <li>• Understanding of Cumbria context</li> <li>• Quality marks linked to curriculum identified</li> <li>• Curriculum linked to Every Child Matters.</li> <li>• Curriculum priorities identified</li> </ul>
2.1b Produce a draft Curriculum Framework	Task Group drafts and consults on development	Performance Improvement Officer	Jan 06	<ul style="list-style-type: none"> <li>• Draft framework approved by Board.</li> <li>• Consult via Local Partnerships with strategic partners, providers and young people</li> <li>• Integrate with IMS</li> </ul>
2.1c Guidance and resources	Develop guidelines, provider development and	Performance Improvement Officer	Sept 06	<ul style="list-style-type: none"> <li>• Curriculum Tool Kit/s introduced</li> <li>• Workforce development</li> <li>• Improved curriculum resources</li> <li>• Ensure Planning Framework and Provider Packs support curriculum framework</li> </ul>
2.1d Launch of Curriculum Framework	Share new framework with field and strategic partners	Performance Improvement Officer	Feb 07	<ul style="list-style-type: none"> <li>• Strategic awareness of young peoples learning and achievement through Youth Work in Cumbria Partnership</li> </ul>
2.1e Capacity building with organisations to ensure core delivery and to extend curriculum opportunities	Workforce development Improvement of youth work delivery settings, capital equipment and capital resources	Performance Improvement Officer	Sept 07	<ul style="list-style-type: none"> <li>• Raised skills level in work force</li> <li>• Improvement in standards of capital, capital equipment and resources accessible to YWIC</li> </ul>
2.1f Monitor, Review and Evaluate Effective Implementation	Evaluate and continue capacity building in light of current needs / national guidance	Performance Improvement Officer	May 08	<ul style="list-style-type: none"> <li>• Curriculum informs youth work delivery and attainment of targets</li> <li>• Improved service quality in 07/08 through building on work in 06/07</li> </ul>

2.1g Evaluation of Curriculum	Evaluation of 3 years	Performance Improvement Officer	Nov 08	<ul style="list-style-type: none"><li>• Further service development in light of evaluation to inform 2<sup>nd</sup> round of 3 year strategic planning</li></ul>
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<b>2.2 Developing Youth Work Environment</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
2.2a Review outstanding recommendations from SENDA audit	Build on work identified in SENDA audit	Performance Improvement Officer	Jun 06	Improved range of provision linked to SENDA
2.2b Increase methods of reaching young people	Local youth work partnerships explore potential for mobile provision.	Planning and Commissioning Officer	Mar 06	Priorities for development of mobile provision agreed
2.2c Increasing access to information services	Strategic development of information points in setting used to deliver youth work	Performance Improvement Officer	Mar 07	Improved services and support to young people
2.2d Premises used as setting to deliver youth work	Identify priorities for improvement via Local Youth Work Partnerships  Facilitate work to secure the resources to meet these priorities	Performance Improvement Officer  CYA	Jun 06  Mar 08	Improved range of provision to meet REYS to support REYS Objective 2

<b>2.3 Workforce Development</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
2.3a To identify the terms of reference and membership for Training Routes Across Cumbria (TRAC) Steering Group	To undertake review	Performance Improvement Officer	Sept 05	<ul style="list-style-type: none"> <li>Clearly defined role and membership of TRAC</li> <li>TRAC linked to other key agendas</li> </ul>
2.3b Ensure all staff working with young people on behalf of the Partnership have the knowledge and skill to deliver high quality work.	To produce a Workforce Development Plan	Performance Improvement Officer	Jan 06, thereafter annually	<ul style="list-style-type: none"> <li>Workforce Development Plan agreed</li> <li>Workforce Development Plan revised annually.</li> <li>Up-skilled workforce</li> </ul>
2.3c Establish current levels of Full time equivalent Youth Workers delivering Youth Work in Cumbria services.	Workforce Survey	Performance & Improvement Officer	April 06	<ul style="list-style-type: none"> <li>Set baseline data for Workforce Development Plan</li> </ul>
2.3d Develop a strategy to meet REYS targets for full time equivalent youth workers	Within Workforce Development Plan	Performance & Improvement Officer	April 06	<ul style="list-style-type: none"> <li>Increase in level of full time equivalent youth workers in Cumbria</li> </ul>
2.3e Keep all partners informed of training and development programmes	Utilise and develop current communication systems	Performance Improvement Officer	Quarterly	<ul style="list-style-type: none"> <li>Increased take up of training opportunities</li> </ul>
2.3f Develop a robust framework for monitoring the effective implementation of the training and development programme	Progress reports and monitor through the commissioning and contractual process.	Performance Improvement Officer	Quarterly	<ul style="list-style-type: none"> <li>A robust system is in place for monitoring the effective implementation of the training and development programme.</li> <li>Clear recommendations for future delivery</li> </ul>

<p>2.3g To contribute to the development of the Change for Children Workforce Development Plan</p>	<p>Work closely with Change for Children Partnership Workstream 3 and assist in the development of a multi-agency framework for workforce development and cultural change in Cumbria</p>	<p>Performance Improvement Officer</p>	<p>Quarterly</p>	<ul style="list-style-type: none"> <li>• Common core skills and knowledge</li> <li>• Ensure the development needs of youth work staff are incorporated into Change for Children Partnership Workforce Development Plan.</li> </ul>
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### Aim 3. To improve strategic and operational leadership and management

3.1 Involving Young People (Working in conjunction with Change for Children Partnership)				
Objective	Activity/method	Lead responsibility	Key deadlines	Outcomes
3.1a Develop a County wide pledge to young people in conjunction with the Children and Young People's Plan for Cumbria.	Countywide consultation on pledge with young people, LYWP's and providers	Performance Improvement Officer	Oct 05	<ul style="list-style-type: none"> <li>• Pledge to young people adopted by YWIC and presented to CfCP Workstream 1</li> <li>• Young people understand what they can expect from the pledge</li> <li>• Improved services for young people.</li> <li>• Contracted providers deliver services in line with the pledge</li> </ul>
	Provider Agreements and contracts to include a commitment to delivering the pledge	Planning and Commissioning Officer	Apr 06	
3.1b Young people participate in the design and delivery of YWIC services and have opportunities to influence other services that affect them.	Assist in the development of a multi-agency framework for participation in Cumbria.	Performance Improvement Officer	Apr 06	<ul style="list-style-type: none"> <li>• Young people's views at heart of service</li> <li>• Identified information centres</li> <li>• Young people influence wider social and political agendas</li> <li>• Improved and new opportunities for young people's participation</li> </ul>
	Common set of standards for young people. Based on NYA/LGA 'Hear by Right' framework	Performance Improvement Officer	Apr 06	
	Provider Agreements and contracts include a commitment to implement the agreed standards for participation in Cumbria	Planning and Commissioning Officer	Apr 06	
	Accredited programmes for involving young people	Performance Improvement Officer	Apr 07	

<p>3.1c Develop a system to evidence young people's participation in service development</p>	<p>Self assessment of the service.</p> <p>Planning and commissioning process</p>	<p>Planning and Commissioning Officer</p>	<p>Quarterly</p> <p>Quarterly</p>	<ul style="list-style-type: none"> <li>• Genuine and meaningful involvement of young people</li> </ul>
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<b>3.2 Quality Assurance Systems</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
3.2a Develop an effective quality management system.	Draft QA System created and presented to YWIC  LYWP's consulted on draft QA System adopted by YWIC	Performance Improvement Officer	Oct 05  Feb 06	<ul style="list-style-type: none"> <li>• Effective and efficient resource management</li> <li>• Strategic objectives achieved for external inspection processes</li> </ul>
3.2b Develop a common set of Quality Assurance standards to which all providers reach within an agreed period of time	Embed standards into the systems of all providers.	Performance Improvement Officer	Apr 06	<ul style="list-style-type: none"> <li>• Organisational ownership of standards</li> <li>• Improved confidence and competence of providers to carry out self assessment</li> <li>• Quality delivery across the County</li> <li>• Positive impact on young people's lives</li> <li>• Positive impact on wider community</li> </ul>
3.2c Develop an evaluation system that measures performance	Self assessment, internal and external evaluation  Unit evaluation linked to aims of Local Youth Work Plan  Service performance linked to County Strategic Plan	Commissioned providers  Performance Improvement Officer	May 06	<ul style="list-style-type: none"> <li>• Internal and external assessment seen as the norm</li> <li>• Service reflects the development and progression of young people and the changing world in which they live</li> <li>• Information available on 'actual' performance</li> <li>• Public accountability</li> </ul>
3.2d Evaluate the effectiveness of YWIC Partnership	Carry out a formal progress appraisal, audit and monitoring involving young people. Adopt principles and work towards Quality marks.	Performance Improvement Officer	Jan 06  Jan 07	<ul style="list-style-type: none"> <li>• Identification of strengths and weaknesses in provision</li> <li>• Provide feedback to providers and Partnership Board</li> <li>• Evaluate impact and outcome on planning process</li> </ul>
3.2e Set new challenges for improvement	Explore external quality systems eg EFQM, IIP	Performance Improvement Officer	Jan 07	<ul style="list-style-type: none"> <li>• Sustainable culture that is striving for continuous improvement</li> <li>• Enhanced experiences for young people</li> <li>• Identified system</li> </ul>

<b>3.3 Commissioning and Contracting</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
3.3a To map the current level and range of youth work currently commissioned and identify gaps in provision and provision we no longer require.	<p>Map the quality, reach and relevance of current funded provision</p> <p>Gather recommendations and current youth work activity from Local Youth Work Partnership Coordinators</p>	Planning and Commissioning Officer	Oct 05	<ul style="list-style-type: none"> <li>Identified current County-wide provision and gaps to highlight needs</li> <li>Information informs Local Delivery Plans</li> </ul>
3.3b To develop interim Provider Agreements with Youth Work providers	<p>Firm up provider status, roles and activity and work with providers to establish clear outcomes objectives and development aims</p> <p>First round – Provider Agreements agreed</p> <p>Engagement of potential youth work delivery providers</p> <p>Adequate Needs Analysis has been undertaken</p> <p>Local partnerships identify local needs/outcomes and agree plans</p>	Planning and Commissioning Officer	<p>Nov 05</p> <p>Dec 05</p>	<ul style="list-style-type: none"> <li>Systems are compatible with audit and OFSTED requirements, and integrated with monitoring systems</li> <li>To have information on existing partnership arrangements</li> <li>Gaps in outcomes begin to be covered through renegotiation of initial targets with providers</li> <li>Targets fully established and agreed with first round providers</li> <li>A transparent and strategic planning process underway</li> <li>An informed needs analysis that identifies real responses to young people's needs.</li> <li></li> </ul>

<p>3.3c To establish a model suitable for the commissioning and contracting of youth services within the framework of the Children and Young People's Plan</p>	<p>Establish a clear and transparent interim commissioning tendering process</p> <p>Participation in the Contracting and commissioning group for Children's services and identify the best model for Youth Work in Cumbria</p> <p>Consultation with partners</p> <p>Create a template commissioning model agreement</p> <p>Research OFSTED criteria and match with IMS and ECM and meet legal requirements</p>	<p>Planning and Commissioning Officer</p>	<p>Sept 05</p> <p>Apr 06</p>	<ul style="list-style-type: none"> <li>• Agreed interim Commissioning process</li> <li>• Youth Work in Cumbria fully integrated with Change for Children, joint commissioning frameworks</li> <li>• Commissioning process identified in line with potential Children's Trust model</li> <li>• YWIC delivery is planned and commissioned to relevant delivery agencies</li> <li>• 1-3 year Provider Agreements, subject to revision, issued</li> </ul>
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<b>3.4. Information Management Systems</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead responsibility</b>	<b>Key deadlines</b>	<b>Outcomes</b>
3.4a Identify strands of I.M.S. and establish the requirements of all partners	Consultation and research with partners through working group. Draw up matrix indicating requirements/specification Invite system suppliers to demonstrate ability to comply using matrix.	Planning and Commissioning Officer	May 05	<ul style="list-style-type: none"> <li>• 3 Distinct yet interlinked strands identified – <ul style="list-style-type: none"> <li>• Admin/Finance</li> <li>• Staff</li> <li>• Provision</li> </ul> </li> <li>• Priority areas identified Matrix written and agreed by working group partners</li> <li>• YWIC Board approving the IMS requirement matrix</li> <li>• Approved matrix circulated to potential systems/suppliers</li> </ul>
3.4b Develop, implement & evaluate interim baseline IMS.	Disseminate to providers with guidance Present to LYWP's Pilot interim system.  Feedback, analyse data, evaluate, review Communicate with Area Deliverers and LYWP's  Devise draft spreadsheet. Integrate with EMS	Planning and Commissioning Officer  Performance Improvement Officer	Sept 05  Dec 05 thereafter each quarter  March 06	<ul style="list-style-type: none"> <li>• Spreadsheet agreed and circulated to provide baseline information</li> <li>• Deliverers using and commenting</li> <li>• Implement/action paper based system</li> <li>• All providers complying with service monitoring requirements</li> <li>• Quarterly evaluation indicating statistics presented to YWIC Board and to meet OFSTED and NYA requirements</li> <li>• Weekly/monthly sheets completed</li> <li>• Data inputted Countywide</li> <li>• Access to EMS</li> </ul>
3.4c Ensure compliance of system with integrated Children and Young Peoples Services and links with curriculum; accreditation; QA; WFD; finance.	Work with PRIM to devise effective systems	Performance Improvement Officer	Quarterly	<ul style="list-style-type: none"> <li>• Regular updates</li> <li>• Compatibility issues resolved</li> <li>• Coherent IMS in development</li> <li>• Links are made within Strategic plan</li> </ul>

<p>3.4d Introduction of Information Management System (IMS/EMS)</p>	<p>Baseline data input on EMS system.          Training EMS operators.          Reporting system established.          Refine the system and on-going training/support needs.          Evaluations/review          Training days for whole team.</p>	<p>Performance Improvement Officer</p>	<p>Mar 06          Mar 06          Mar 06</p>	<ul style="list-style-type: none"> <li>• System 'live'</li> <li>• System reviewed, recommendations made.</li> <li>• System operational</li> <li>• System producing data as required for Service</li> <li>• System compatible with CYP Service requirements.</li> </ul>
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<b>3.5: Strategy, Protocols and Communication</b>				
<b>Objective</b>	<b>Activity/method</b>	<b>Lead Responsibility</b>	<b>Key Deadlines</b>	<b>Outcomes</b>
3.5a Develop protocols for Youth Work in Cumbria Partnership	Prepare proposals for partner consultation.	Performance Improvement Officer  Planning and Commissioning Officer  Performance Improvement Officer  Cumbria Youth Alliance	Mar 06, Ongoing	<ul style="list-style-type: none"> <li>• Clear roles for Partnership members</li> <li>• Effective communication takes place within the YWIC Partnership and with key strategic partners.</li> <li>• Clear and effective working arrangements are in place with appropriate agencies (including information sharing).</li> <li>• Young people effectively involved and able to influence the development of the Partnership</li> <li>• All organisations delivering services to young people aged 13-19 are aware of the YWIC Partnership and how they can contribute to its development.</li> </ul>
3.5b Develop a system for effective communication.	Investigate promotional and publicity materials including electronic information.	Performance Improvement Officer	April 06 April 07	<ul style="list-style-type: none"> <li>• Partners and stakeholders better involved</li> <li>• Develop or contribute to an interactive web-site</li> </ul>

<b>3.6: Developing Opportunities to increase external funding</b>				
<b>Objective</b>	<b>Activity/Method</b>	<b>Lead Responsibility</b>	<b>Key Deadlines</b>	<b>Outcomes</b>
3.6a Identify additional funding streams to complement core funding.	Sharing within Partnership of funding stream available	Cumbria Youth Alliance	Feb 06	Centralised database of potential funding activities
3.6b Identify lead partner for each funding stream	Assess funding requirements and appropriate lead	Planning and Commissioning Officer	Mar 06	Analysis of which partner is best placed to access which funding stream, leading to increased funding

## Getting to know the partners – Connexions, Cumbria County Council, Cumbria Youth Alliance

### Connexions

#### 1 Vision

Connexions Cumbria is an established interagency partnership, developed with the involvement of young people. Its vision is to help young people turn their dreams into reality by providing an inclusive support service that meets their individual needs, raises their aspirations and encourages them to develop and learn throughout their lives. We believe that we can make a difference and find solutions for young people, so that they can take control of their lives and overcome barriers to success.

#### 2 Strategy

Our strategic planning priorities, which are in the line with the national framework and with the strategic aims for children and young people as set out in the work plan for the Children and Young People Strategic Partnership in Cumbria, are to:

- Develop young peoples skills, so that they can contribute socially and economically throughout their lives
- Support young people when they are making decisions about their lives
- Involve young people in the design, delivery and development of the service
- Develop an effective, responsive and creative organisation
- Work with partners to meet the entitlement of all young people, enabling them to achieve the five positive outcomes described in Every Child Matters: Change for Children

### Cumbria County Council

The mission for Cumbria County Council states that “As a democratically elected body we will promote the economic, social and environmental well-being of Cumbria by delivering excellent public services efficiently, economically and effectively”.

The core values the Council will use to achieve this mission are:

- Putting people first
- Being Positive and leading improvement
- Celebrating diversity
- Respecting and valuing each other
- Being open and accountable
- Encouraging learning and development
- Working together

Through the Partnership we entrust the Cumbria County Council’s strategic role in the development and coordination of youth work across the County to support young people aged 13 – 19 access services and achieve their potential. We are committed to both meeting local needs and national youth work priorities within the wider frameworks of services for young people.

## Cumbria Youth Alliance

Cumbria Youth Alliance is the strategic umbrella body for the voluntary youth sector in Cumbria. We represent over 90 organisations across Cumbria, some of whom are themselves umbrella bodies. Our membership ranges from small grass roots organisations supported by a purely volunteer workforce to larger county wide organisations or branches of national not for profit organisations with a paid work force. We are unique in that our planning process is fully informed by our membership and two way communications exists between the membership and the CYA secretariat ensuring that our services are accurately targeted to the needs and aspirations of our membership. Our mission statement is as follows:

“The Cumbria Youth Alliance will work with and through its members to represent the Voluntary Youth Work Sector and to help build the capacity of such organisations to deliver high quality services for young people.”

Current portfolio includes

- Information: Provision and dissemination of high quality information relevant to the sector – newsletters – email alerts – web based information – young peoples’ newsletter and circulation of key national documents ensuring the member organisations are kept fully informed
- Training and Development: Help and support for our membership to address key training and development issues – help with accreditation and staff training. This includes the management and delivery of the John Muir Awards across Cumbria and development of Skills for Working Futures the Rank gap programme to enable young people to develop leadership skills and play a part in their community development.
- We provide access to a range of bursaries and grants to assist young people across the County and in addition we provide guidance on fundraising and bid writing
- We develop mechanisms to ensure our members are able to make their views known at key strategic partnerships across the county. This includes working with our members to ensure the voice of young people is made known on issues relating to services to young people.

## Service and Best Value Performance Indicators

### National Targets

The total number of young people aged 13-19 living in Cumbria in 2005/6 will be approximately 43,000. The Government has set annual unique targets for the youth service in reaching this population, encouraging participation and the achievement of recorded and/or accredited outcomes. These are that:

- the level of reach into the resident 13-19 population, should meet a benchmark of 25% of the target population [to reflect the cultural diversity of the community]; 10,750
- the level of participation of the 13-19 population in youth work should meet a benchmark of 15% 6,450
- \*the proportion of participants in youth work who gain recorded outcomes should meet a benchmark of 60% (i.e. 9% of the whole population 13-19) 3,870
- \*the proportion of participants in youth work who gain accredited outcomes, should meet a benchmark of 30% (i.e. 4.5% of the whole population aged 13-19.) 1,935

\*\*Ratio of full time youth workers to young people aged 13-19

*[Figures based on ONS mid Year Population Estimate 2003]*

In delivering substantial improvements to their youth services, the Government has identified the level of funding which local authorities should spend on youth services. In Cumbria, this should eventually be equal to £4.178 million but the allocation for 2005/6 is £2,815,000.

\* Best Value Performance Indicators 221a and 221b

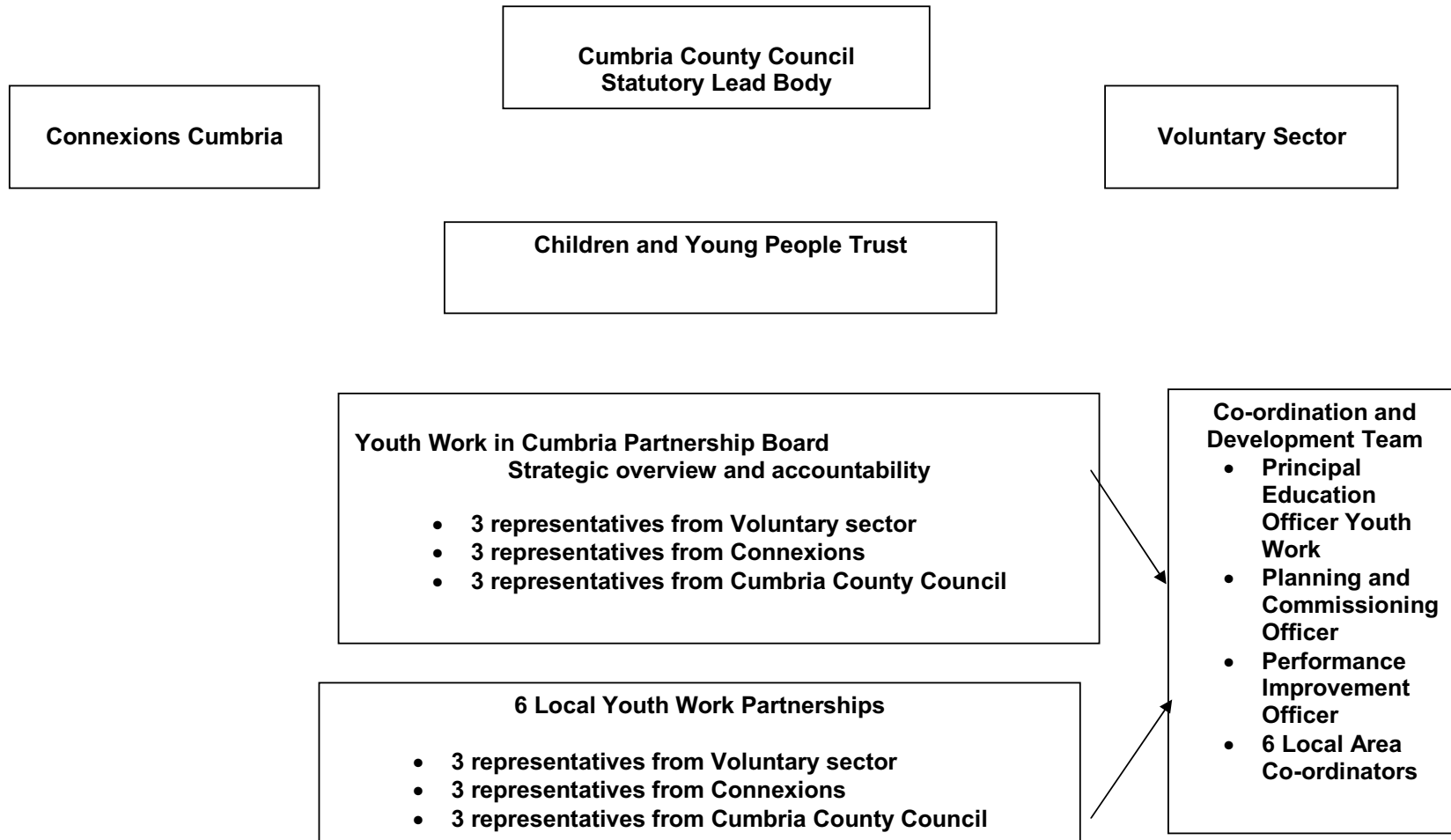
\*\* Joint Area Review Indicator

## Youth Work Values (REYS)

- Young people choose to be involved, not least because they want to relax, meet friends and have fun.
- The work starts where young people are – with their view of the world and their interests.
- It seeks to go beyond where young people start, in particular by encouraging them to be critical and creative in their responses to their experience and the world around them and supporting their exploration of new ideas, interests and creative ability.
- It takes place because young people are young people, not because they have been labelled or categorised as deviant.
- It recognises respects and is actively responsive to the wider networks of peers, communities and cultures which are important to young people.
- Through these networks it seeks to help young people achieve stronger relationships and collective identities – for example, as black people, women, men, disabled people, gay men or lesbians – and through the promotion of inclusivity, particularly for minority ethnic communities.
- It is concerned with how young people feel and not just with what they know and can do.
- It is concerned with facilitating and empowering the voice of young people.
- It is concerned with ensuring young people can influence the environment within which they live.
- It respects and values individual differences by supporting and strengthening young people's belief in themselves and their capacity to grow and change
- It works with other agencies which contribute to young people's social and personal development.
- It complements and supports school and college-based education by encouraging and providing other opportunities for young people to achieve and fulfil their potential.

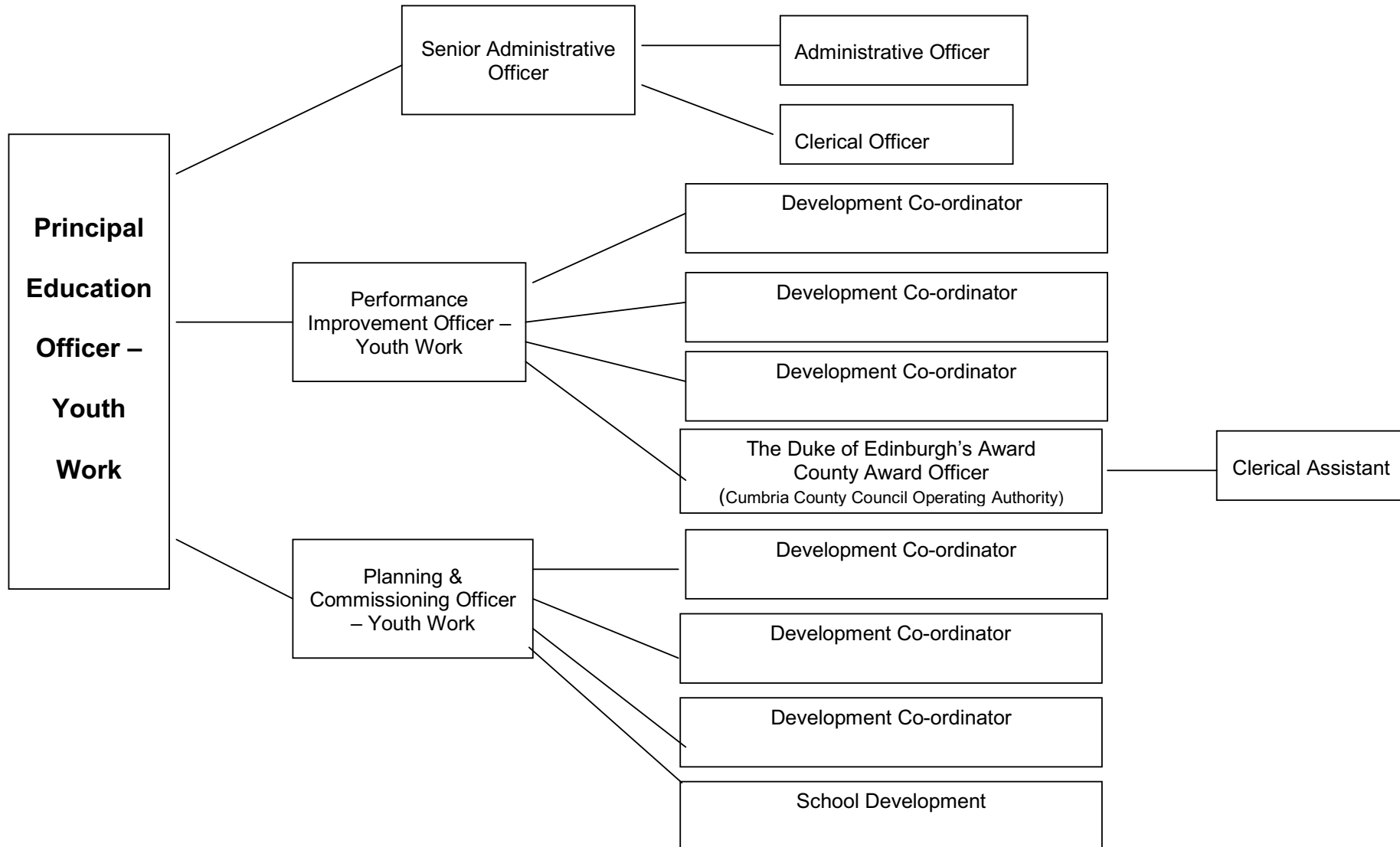
Taken from: Transforming Youth Work  
Resourcing Excellent Youth Services, DfES Publications

# ACCOUNTABILITY STRUCTURE



The Partnership does not work in a vacuum and looks forward to being part of the future development of a Children’s Trust

# YOUTH WORK IN CUMBRIA CO-ORDINATION AND DEVELOPMENT TEAM



## **Terms of Reference for Youth Work in Cumbria Partnership Board**

### **Name and Composition of the Partnership:**

- The Partnership will be known as the Youth Work in Cumbria Partnership (subsequently referred to as the 'Partnership')
- The members of the Partnership will be Connexions Cumbria, Cumbria County Council and the Cumbria Youth Alliance

### **Aim of the Partnership:**

- Provision of high-quality youth services in Cumbria which provide good value for money in accordance with government policy on youth services for 13-19 year olds.

### **Youth Work in Cumbria Partnership Board:**

- The Partnership will operate through a Board which will be entrusted with the task of developing and implementing a strategic plan and managing youth services in Cumbria.

### **Remit of the Board:**

- Develop successive three-year strategic plans for Youth Work in Cumbria and which are reviewed annually.
- Oversee the implementation and strategic management of the plan against set targets and quality standards.
- Define the framework within which local partnerships will operate
- Oversee the composition of the membership and the work of local youth work partnerships.
- Oversee the management of the contracting process for commissioning youth services in Cumbria.
- Establish and oversee effective training programmes which will improve the quality and diversity of youth provision.
- Oversee the strategic allocation of resources identified by the partners for the delivery of youth services
- Consult widely on the work of the Board, specifically involving young people

### **Membership of the Board:**

- There will be a Chair who is independent of all three members of the Partnership.

- The Board will comprise three nominated Members from each Partner.
- The Board will have powers to co-opt up to three non-voting Members and to invite the attendance of others who may submit papers and participate in discussions at the discretion of the Chair.

**Procedures:**

- The nominated Members will have full voting rights. In the event of a tie the Chairman will have the casting vote.
- Business shall not be transacted at a meeting of the Board unless there is representation from all three Partners.
- The Chairman will approve Agendas and Draft Minutes of Board Meetings.
- The Board may delegate between meetings such of its functions as it may decide to an Executive comprising one Member from each Partner and the Chair on the understanding that significant decisions would fall to be ratified by the Board at its next meeting.
- Admission of Press and Public will be at the discretion of the Board.

**Frequency of Meetings:**

- The Board will meet as required and at least four times each year. Additional meetings may be called with due notice and at the discretion of the Chair.

**Venue of Meetings:**

- Meetings will be held in accessible locations both in terms of building access and public transport provision.

**Referral of Minutes:**

- The minutes of Board Meetings will be referred to the County Council Cabinet, the Connexions Cumbria Board and the Cumbria Youth Alliance Executive.

## **Terms of Reference for \* Local Youth Work in Cumbria Partnership (\* Allerdale, Barrow, Carlisle, Copeland, Eden & South Lakes)**

### **Name and Composition of the Partnership:**

- The Partnership will be known as the \*\*\*\*\* Local Youth Work in Cumbria Partnership (subsequently referred to as the 'Partnership')
- The members of the Partnership will be Connexions Cumbria, Cumbria County Council and the Cumbria Youth Alliance

### **Aim of the Partnership:**

- Provision of high-quality youth services in \*\*\*\*\* which provide good value for money in accordance with government policy on youth services for 13-19 year olds as defined by the Youth work in Cumbria Partnership

### **Youth Work in \*\*\*\*\* Local Partnership:**

- The Partnership will be entrusted with the task of developing and implementing a delivery plan for youth services in \*\*\*\*\*

### **Remit of the Partnership:**

- Develop for the Partnership Board successive three-year delivery plans for Youth Work in Cumbria in line with the Strategic Plan and which are reviewed annually.
- Oversee the implementation of the delivery plan against set targets and quality standards.
- Advise on the management of the contracting process for commissioning youth services in Cumbria.
- Identify the training and development needs of staff delivering youth services in \*\*\*\*\*
- Oversee the management of resources commissioned for the delivery of youth services in \*\*\*\*\*
- Consult widely on the work of the Local Partnership, specifically involving young people and stakeholders

### **Membership of the Partnership:**

- Partners in turn will nominate for each meeting a Chair from amongst their nominated members so that each partner provides a Chair for every third meeting. Nominations should be made one meeting in advance
- The Partnership will comprise three nominated Members from each Partner.

- The Partnership will have powers to co-opt up to three non-voting Members and to invite the attendance of others who may submit papers and participate in discussions at the discretion of the Chair.

**Procedures:**

- The nominated Members will have full voting rights. In the event of a tie the Chairman will have the casting vote.
- Business shall not be transacted at a meeting of the Partnership unless there is representation from all three Partners.
- The Chairman will approve Agendas and Draft Minutes of Partnership Meetings.
- The Partnership may delegate between meetings such of its functions as it may decide to an Executive comprising one Member from each Partner and the Chair of the next meeting on the understanding that significant decisions would fall to be ratified by the Partnership at its next meeting.
- Admission of Press and Public will be at the discretion of the Partnership.

**Frequency of Meetings:**

- The Partnership will meet as required and at least four times each year. Additional meetings may be called with due notice

**Venue of Meetings:**

- Meetings will be held in accessible locations both in terms of building access and public transport provision.

**Referral of Minutes:**

- The minutes of Partnership Meetings will be referred to Youth Work in Cumbria Partnership Board and to partner organisations.

## Budget Information

The budget has been increased each year as detailed below

- 2003/04 £1.5m
- 2004/05 £2,121,250
- 2005/06 £2,815,000
- Commitment by Cabinet of £3.617m by 2007

The ODMP target figure for the FSS Youth and Community sub block for Cumbria in 2005/06 is £4.178 and is based on a population of 42,438 13-19 year olds. Our commitment as a Partnership is to maximise the resources available to youth work within Cumbria

## Glossary of Terms

BVPI	Best Value Performance Indicators
CCP	
CYA	Cumbria Youth Alliance
CYP	
ECM	Every Child Matters
EFQM	European Foundation Quality Mark
EMS	Education Management System
IIP	Investor in People
IMS	Information Management Systems
LYWP	Local Youth Work Partnership
NYA	National Youth Alliance
OFSTED	Office for Standards in Education
PCO	Planning and Commissioning Officer
PIO	Performance Improvement Officer
PRIM	Performance Review and Information Management Service
QA	Quality assurance
SLA	Service Level Agreement
TRAC	Training Routes Across Cumbria
WFD	Workforce Development
YWIC	Youth Work in Cumbria

## **Bibliography**

Best Value Performance Indicators:-[http://www.odpm.gov.uk/stellent/groups/odpm\\_localgov/documents/page/odpm\\_locgov\\_037233.pdf](http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_037233.pdf)

Resourcing Excellent Youth Services – Department for Education and Skills – ISBN No. 1 84185 865 X