



DIRECTORATE OF EDUCATION & COMMUNITY DEVELOPMENT

YOUTH & COMMUNITY SERVICE

BEST VALUE REVIEW

NOVEMBER

TABLE OF CONTENTS

SECTION NUMBER	TITLE	PAGE NUMBER
1.0	Executive Summary	1
1.1	Introduction	1
1.2	The Aim of the Review	1
1.3	The Objectives of the Review	1
1.4	Recommendations	2
1.5	Draft Improvement Plan	5
2.0	Process Overview of the Best Value Review	15
3.0	Plan and Timetable	15
4.0	Best Value Review Team	15
5.0	Links to the Isle of Wight Council's Mission, Values, Objectives and Standards	15
5.1	Contribution to the Council's Strategic Aims and Objectives	15
5.2	Corporate Objectives and Service Standards	16
5.3	Recommendations	17
6.0	The Youth and Community Service Overall Purpose	18
6.1	Statement of Purpose	19
6.2	Values	19
6.3	Methods	19
6.4	Role, Skills and Quality of Youth Workers	19
6.5	Good Practice	20
7.0	Overview of the Current Service	21
7.1	The Service	21
7.2	Curriculum	21
7.3	Staffing	21
7.4	Buildings and Mobiles	21
7.5	Projects and Partnership Initiatives	22
7.6	In Summary	22
8.0	Finances	23
9.0	Voluntary Sector Provision on the Island	24
9.1	Voluntary Sector Links	24
9.2	Partnerships	24
9.3	National Developments - Connexions	25
10.0	The Best Value Review Process	27
11.0	Consult and Challenge	28
11.1	The Process	28
11.2	Outcomes of Consultation	28
11.3	Audit of Facilities	30
11.4	Isle of Wight Youth and Community Service – Young People User	30

SECTION NUMBER	TITLE	PAGE NUMBER
	Survey	
11.5	Survey of School Staff	31
11.6	Consultation with Outside Youth Organisations and The Combined Council for Isle of Wight Youth Services	31
11.7	Affiliated Youth Groups	32
11.8	Recommendations and Summary	32
12.0	Ofsted: (Inspection 1997) Challenge	33
12.1	Ofsted: Youth Work Quality Statements – Self Assessment	34
12.2	Recommendations	34
13.0	The National Youth Agency – Standards of Youth Work Provision	35
13.1	Recommendations	37
14.0	Best Value Research Undertaken	38
14.1	Eric Report	38
14.2	MacKinnon Feasibility Study	38
14.3	Key Stakeholder Interviews	38
14.4	Inclusion	38
14.5	Discrimination Disability Audit Building Survey	39
14.6	Current Buidling Improvement	39
14.7	Part Time Staff Consultation	39
14.8	Full Time Staff Consultation	40
14.9	Recommendations	40
15.0	Management Development	41
15.1	Assistant Principal Youth and Community Officer	41
15.2	Quality Assurance Manager	41
15.3	Curriculum Development Manager	42
15.4	Strategic Management Team	43
15.5	Management of Change	43
15.6	Youth and Community Centre Management Committee Consultation	45
15.7	Recommendations	46
16.0	Recruitment and Retention of Staff	47
16.1	Part Time Youth and Community Workers Payscale	48
16.2	Recommendations	49
17.0	The Duke of Edinburgh's Award	50
17.1	Recommendations	50
18.0	Compare	51
18.1	Education and Training Standards – Continuing Professional Development in the Youth and Community Service	51
18.2	Recommendations	52
18.3	Performance Information and Comparisons with National and other Local Authorities	52
18.4	Mainstreaming Funding	52
18.5	Spending Per Head of Population	53
18.6	Percentage of Young People Reached	53
18.7	Attendances	54

SECTION NUMBER	TITLE	PAGE NUMBER
19.0	Analysis of IOW, West Sussex and Cornwall Youth Services – From Ofsted Inspection Reports	55
19.1	Variations in Interpretation of Age Range	55
19.2	Recommendations	55
19.3	Resources	56
19.4	Recommendations	56
19.5	Quality Assurance System	56
19.6	Recommendation	57
20.0	Compete	58
20.1	Coopers and Lybrand Report	58
20.2	Bromley Ofsted Report	58
20.3	Other Ofsted Reports	58
20.4	Recommendation	58

APPENDICES

The following Appendices are not published with this report. However, they are available to read in the Isle of Wight Youth and Community Service Office, 29 High Street, Newport. Please ring 823490 to make an appointment to view.

- 1 Youth and Community Service Best Value Project Plan
- 2 Best Value Project and Appraisal Group Members
- 3 Education and Community Development Strategic Plan 2001-2004, Youth and Community Service Plan 2002-2003
- 4 Interviews with Key Stakeholders
- 5 Examples of Good Practice
- 6 Geographical Coverage and Welcome to the Youth and Community Service
- 7 Curriculum Document and Annual Curriculum 'Statement, Plans and Reports'.
- 8 Existing Staff Tree
- 9 Scoping Document
- 10 List of Consultees
- 11 MORI Poll
- 12 Careers Convention
- 13 Wight 2B Heard
- 14 Carisbrooke High School PTA Survey
- 15 Medina High School Parents Survey
- 16 Medina High School Youth Survey
- 17 Combined Youth Surveys
- 18 Isle of Wight Youth and Community Service Survey
- 19 Ex-Youth and Community Centre Members Survey
- 20 Design Your Ideal Youth and Community Centre and Analysis
- 21 Youth and Community Service Facility Audit and Youth and Community Service Facility Survey
- 22 a Whats Good At Your Centre Project/About Your Street Youth Work Questionnaire
- 22 b Centre Questionnaire Questions October 2002
- 22 c Centre Questionnaire Results October 2002
- 22 d Centre Questionnaire Overall Average Scores
- 23 Consultation With Headteachers
- 24 Consultation With Combined Council Isle of Wight Youth and Community Services
- 25 1997 Ofsted Inspection Report
- 26 Quality Assurance Document

- 27** Ofsted Quality Statement Self Assessment Framework
- 28** NYA Standards of Youth Work Provision
- 29** Building Usage Survey
- 30** Workforce Survey of Youth And Community Workers 2001
- 31** ERIC Research
- 32** Mackinnon Feasibility Study on One Stop Shops
- 33** Consultation With Parents and Young People With Disabilities
- 34** Disability Discrimination Act 1995 Audit S.E.N.D Act 2001
- 35** Consultation With Part Time Staff
- 36** Consultation With Full Time Staff
- 37** Proposed Organisational Structure
- 38** Best Value Review Visit to Cornwall Youth Service
- 39** Best Value Review Visit to Chichester – West Sussex Youth and Community Service
- 40** The Recruitment and Retention of Part Time Staff: The National Picture August 2001
- 41** South East Youth Partnership Recruitment Audit 2001
- 42** Joint Negotiating Committee For Youth Workers Salary Scales and Grading Matrix
- 43** Duke of Edinburgh's Award IW Management Plan 2002-2004
- 44** Duke of Edinburgh's Award Operating Authority Licence Review Isle of Wight Council
- 45** Education and Training Standards – Continual Professional Development In The Youth Service
- 46** National Occupational Standards
- 47** Trends from NYA Audit
- 48** NYA Benchmarking 2000-2001
- 49** England's Local Authority Youth Services – The Basic Facts 2000-01
- 50** Outsourcing/Contracting/Privatising Youth Services – Different Methods of Delivering Local Youth Services

2002



DIRECTORATE OF EDUCATION & COMMUNITY DEVELOPMENT

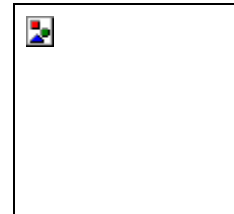
YOUTH & COMMUNITY SERVICE

BEST VALUE REVIEW

NOVEMBER

2002

DRAFT REPORT



BEST VALUE REVIEW OF THE YOUTH AND COMMUNITY SERVICE

NOVEMBER 2002
EXECUTIVE SUMMARY

1.1 INTRODUCTION

This report outlines the findings of the Project Group, supported by the Appraisal Group for the Best Value Review of the Isle of Wight Council Youth and Community Service which was carried out between November 2001 and November 2002.

The report describes the processes that were followed, and it makes recommendations for the future delivery of the Service.

1.2 THE AIM OF THE REVIEW

To consider the practice, policy and personnel aspects of the Youth and Community Service and to identify and bring about the improved outcomes in line with Best Value.

1.3 THE OBJECTIVES OF THE REVIEW

- To identify and challenge the Youth and Community Service's current provision for young people.
- To identify and challenge the Youth and Community Service's current provision within the Corporate Objectives and Service Standards of the Isle of Wight Council.
- To set clear strategic objectives and standards for future service development through consultation with key stakeholders.
- To compare performance in terms of quality and cost with other service providers.
- To take account of messages from the Office for Standards in Education (Ofsted), Audit Commission, the Department for Education and Skills (DfES), and the National Youth Agency (NYA) concerning service development, objectives, national and local targets and performance indicators.
- To challenge whether services are inclusive and identify areas for development.
- To produce an Improvement Plan for the Youth and Community Service for the next five years.

1.4 RECOMMENDATIONS

The following recommendations are based on the analysis and evidence within the Best Value Review report and its appendices.

1. Develop a five year strategic plan for the Youth and Community Service.

The Service requires a clear set of objectives, to make the most of its resources. A focus on 13 to 19 year old young people, will assist this development. The Service phases out over the next 18 months work with young people under 13 years by paid staff. However, there should be consideration of provision for Year 8 young people to attract them to the service.

Establish a group of elected members who will review the progress of the Five Year Strategic Plan and the implementation of the Youth and Community Service Improvement Plan.

The Service needs to draw from existing surveys, population, and age statistics in a planned way to deliver services within resources.

The new National Youth Agency standards imply additional staff are required for effective youth work. Development of this needs to be done in a planned way and subsequent budget changes needs to be implemented.

The strategic plan must take into account key partners and agencies working with young people. It must also look at the resources required to develop services such as street youth work and mobile youth work on an Island wide basis away from Youth and Community Centres and in rural areas.

2. Restructure of the Youth and Community Service, to provide strategic and planning focus and to bring about a service, which will meet modern day needs.

The restructure includes an Assistant to Principal Youth and Community Officer, a new post, which is fundamental to bring about the formation of the strategic plan, with responsibility for external fund raising and strategic direction.

The restructure will also review and revise the existing senior management team for the Youth and Community Service to meet strategic objectives.

3. Redirect one senior management post to the post of Quality Assurance Manager, to undertake the development of quality assurance systems throughout the Service. This post will ensure consistency of quality across the Island and be able to respond to national initiatives.
4. Redirect one senior management post to the post of Curriculum Development Manager, to oversee the development of the Curriculum Document, with a view to increasing the standards of youth work across the Island.
5. Within the restructuring of the Youth and Community Service review and revise PYCO, SMT and other job descriptions, staff salary scales, and grades so that the Service can become competitive and attract good quality candidates for future vacancies. At the moment there is a national shortage of Youth and Community Workers.

6. The Youth and Community Service needs to market and promote itself to its potential target age range. There is a need to promote its achievements and raise the Service profile. The marketing of the Service will assist the development of a more modern image for the Youth and Community Service.

Part of the modernisation process will be to consider and consult with young people over the appropriateness of the existing title.

7. The Youth and Community Service needs to build on existing partnership arrangements, and to develop a more strategic and targeted approach. In particular this approach needs to be applied to the emerging Connexions Service and Schools.

There is need to develop further links with voluntary organisations and local communities on the Island who have similar aims to the Youth and Community Service.

8. The Youth and Community Service needs to develop an operational partnership with the Youth Offending Team.
9. The Youth and Community Service needs to develop operational links with the Social Services – Children’s Services Team.
10. There is a continued need for the Youth and Community Service to facilitate the Combined Council for the Isle of Wight Youth and Community Services.
11. The Youth and Community Service needs to develop full “inclusiveness”, in line with IW Council Policy. In particular, the Service in conjunction with Property Services, should improve access to facilities in line with the Disability Discrimination Act.
12. Review and develop the use of Youth and Community Centres. The assessment of facilities and audit of needs showed there are areas in Youth centres, which require development so that they are attractive to 13 to 19 year olds.
13. Administrative staff to take a greater responsibility for the community use and day to day management of Youth and Community Centres.
14. To pursue the establishment of the One Stop Shop in partnership with other organisations and the Youth and Community Service continuing its lead role. The One Stop Shop will provide information, support and advice for young people.
15. Review the role and develop the involvement of young people on management committees.
16. To secure the funding of the Youth Empowerment Worker beyond April 2004.

17. The Youth and Community Service should actively promote the establishment of the Isle of Wight Council Youth Forum and the involvement of young people.
18. There is a need to reduce the age of paid Youth Workers from 21 to 18 years, so that Young People can be encouraged into Youth Work. Introduce Trainee Youth Worker posts when and where appropriate and provide a career structure for some who wish to become full time youth workers.
19. Develop the local qualification in youth work to the national standard framework for part time Youth and Community Workers.
20. Provide in service training to improve the quality of supervision.
21. There is a need to develop the base budget of the Youth and Community Service to include Street Youth Work by 2006.
22. The improvements outlined under the Duke of Edinburgh's Award Operating Licence Review need to be implemented.

These included:-

Regular meetings with high school staff operating the award.

Prepare a document which outlines responsibilities of the Operating Authority and Awards Group.

Develop a volunteering policy

Increase involvement of Award Group leaders in the preparation of the Management plan.

Establish D of E Award (IT) Management Systems (DEAMS).

Contact Sports organisations to increase Access Organisations.

Review foundation and induction training for new members of staff.

1.5 DRAFT IMPROVEMENT PLAN

The following Improvement Plan is based on the recommendations, analysis and evidence within the Best Value Review report and its appendices.

- High Priority means the task should be accomplished in 2003
- Medium Priority means the task should be accomplished in 2004

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
1.	Formulate Short Term and Long Term Strategic plan	<ol style="list-style-type: none"> 1. Form strategic management team as part of the re-structure with responsibility for service development 2. Task SMT to formulate a five year plan – resource requirements including staffing to NYA Standards determined from analysis of needs. Focus youth work on the 13-19 age group 3. Review the five year plan annually 4. Establish a task group of Elected Members to review the progress of the Improvement Plan 5. Create a structure which is flexible to needs of service 	PYCO and SMT	April 2003	High		<p>Short term and Long term strategic documents and implementation plan</p> <p>Youth work focuses on 13-19 age range</p>

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
2.	Restructure the Organisation	<ol style="list-style-type: none"> 1. Create new post of Assistant PYCO with responsibility for external fundraising and strategic direction 2. Review and revise current management posts and change to meet strategic objectives of the service 3. Redirect Area Youth & Community Officer posts to Quality Assurance and Curriculum Development Managers 4. Revise management salary scales to reflect new structure 5. Review current job descriptions throughout the service to reflect the service needs and the contemporary youth work agenda 6. Revise Senior Youth Worker salary grades to address recruitment issues 7. Review part time staffing policy to create more substantial part time posts and additional 0.5 youth workers 	PYCO and Senior Management Team		High	<p>35,004 – 38,214</p> <p>5220 – 15,880</p> <p>11,597</p> <p>54,170</p>	<p>Restructuring is Assistant PYCO appointed</p> <p>An effective Strategic Management Team, enhanced decision making, planning and operations</p> <p>Increase in quality and quantity of employment applicants Greater flexibility, consistency of delivery and enhanced teams</p>

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
3	Promote partnership working with other agencies	<ol style="list-style-type: none"> 1. Develop partnership work with Connexions, schools, voluntary organisations and local communities 2. Develop an operational partnership with the Youth offending Team 3. Develop operational links with Social Services – Children’s Service Team 4. Continue to facilitate the Combined Council for IW Youth & Community Services 					
4a.	Raise the profile of Youth work and the Youth Service	<ol style="list-style-type: none"> 1. SMT to form a promotion strategy to raise awareness of youth work and youth work skills with the public <ul style="list-style-type: none"> • Review the name of Youth & Community Service, consider more appropriate names in consultation with young people • Include publicity and marketing of youth work in all full time job descriptions • SMT members represent service on appropriate management groups • Proactively market youth service skills – engage 	SMT/All Full time staff		High		Youth Service and Youth Work skills are recognised

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
		potential purchasers of services					Increased partnership and specialist work
4b	Modernise the Image and marketing of the Youth Service to young people	<ol style="list-style-type: none"> 1. Consult with young people on appropriate marketing and publicity 2. Review and develop all service publicity and public information documents 	Working Group		High		<p>Image is revamped and targeted at our user group</p> <p>Revised and updated publicity materials are readily available</p>
5a.	Raise the quality of youth work provision	<ol style="list-style-type: none"> 1. Introduce Quality Assurance Manager post <ul style="list-style-type: none"> • Develop quality assurance mechanisms/strategy • Create an internal inspection process to monitor quality of delivery • Create supportive working arrangements to raise the quality of youth work e.g. Job Shadowing 2. Review resource allocation according to need 3. Redefine target age range to 13 to 19 years to include limited work with year 8 4. Provide relevant Youth Work training to enhance existing and develop new skills 5. Rotate teams and job 	<p>PYCO and Senior Management Team Quality Assurance Manager and team</p> <p>Training and Staff Development Manager “</p>		High		<p>Quality assurance system in place</p> <p>Clear and measurable information on quality of youth work highlighting areas for improvement</p> <p>Supportive working policies and systems in place</p>

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
		<p>swap to ensure freshness, new ideas and ongoing response to youth work needs</p> <p>6. Provide in service training to improve the quality of supervision throughout the service</p> <p>7. Develop the Local Qualification in Youth work to National Occupational Standards Framework</p>	<p>“</p> <p>“</p>				
5b.	Develop and Promote an understanding of the Curriculum and good practice throughout the service	<p>1. Introduce Curriculum Development Manager post to:</p> <ul style="list-style-type: none"> • Review and rewrite the IW Youth Work Curriculum to reflect contemporary youth work thinking • Develop curriculum based youth work in centres, mobiles and on streets etc • Work with Quality Assurance Manager and alongside teams to ensure effective youth work delivery 	PYCO and Senior Management Team Curriculum Development Manager		High		Curriculum document is used as a working document throughout service ensuring quality and consistency of delivery

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
		<ul style="list-style-type: none"> Work with Training Manager to deliver effective curriculum training to staff 					
6.	Review and develop the use of youth centres	<ol style="list-style-type: none"> Seek funding to renovate and modernise buildings Perform a needs analysis – young people surveys Develop centres/units to meet these needs Increase Admin hours to take greater responsibility for day to day running and community use of centres/units Centrally coordinate and market the community use of centres 	<p>Assistant PYCO Senior Youth Workers</p> <p>Administration Officers</p> <p>Business Administration Manager</p>		High	29,000	Centre provision is improved and appropriate to needs of young people today
7.	Pursue the development of One Stop Shop/s (OSS)	<ol style="list-style-type: none"> Continue working with OSS Consortium as the lead agency Put forward proposal for the development of Newport Grammar School for development as a One Stop Shop. Negotiate agreement with other agencies on proposal and formulate development plan In Partnership with other 	PYCO, PYCO Assistant and SMT		Medium		Development of One Stop Shop/shops

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
		<p>agencies seek funding to develop the building and service.</p> <p>5. Implement and review development plan</p>					
8.	Endeavour to make the Youth Service more inclusive	<p>1. Formulate a plan (in line with IWC Education Directorate Inclusion Policy) for making youth centres and projects accessible for all young people, initially focusing on young people with disabilities, young people who are 'at risk' and young people who are disadvantaged</p> <p>2. Redevelop centres/units in conjunction with Property Services to the requirements of the SEND Disability Discrimination Act 2001</p> <p>3. User group to become part of the planning process to determine needs and find practical solutions.</p>	SMT		<p>High</p> <p>High</p>		Increased use of the generic service by young people with specific needs

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
9.	Promote young peoples' participation and empowerment throughout the service	<ol style="list-style-type: none"> 1. Review the operation and constitution of Management Committees to be more inclusive and young people friendly 2. Actively promote the establishment of the IW Council Youth Forum 3. Secure funding beyond April 2004 for the Youth Empowerment Worker post to further develop youth forums etc 4. Reduce the age of paid youth workers from 21 to 18 years allowing access to the qualification training 5. Introduce 'trainee' youth worker posts to provide a career pathway 				39,505	
10.	Develop and secure youth work with young people outside of a youth centre environment.	<ol style="list-style-type: none"> 1. Develop the post of Non-Centre based Youth Work Manager 2. Enable continuation of a non centre based youth work manager and twelve sessions a week of non centre based youth work, already developed through S.R.B. partnership. 	PYCO & Street Youth Work Manager	1/4/2006	High	59,652 in the first year	Continued operation of Streets Ahead, strategic non centre based youth work management and running of second Mobile Youth centre.

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
		<ol style="list-style-type: none"> 3. Enable continued use of a mobile youth centre to enhance the work of non centre based youth workers and mobile youth workers currently supported by S.R.B. 4. Continue to support the strategic development of non centre based youth work by enabling the coordination of the work of Mobile Youth Initiatives and Streets Ahead. This creates an inclusive Island wide, non centre based youth work provision, S.R.B. funded until March 2006. 					
11.	Implement the improvements outlined under the Duke of Edinburgh's Award Operating Licence Review	<ol style="list-style-type: none"> 1. Regular meetings with high school staff operating the award. 2. Prepare a document which outlines responsibilities of the Operating Authority and Awards Group. 3. Develop a volunteering policy 4. Increase involvement of Award Group leaders in the preparation of the Management plan. 	PYCO and D of E Development Worker		High	none	Implemented to the satisfaction of D of E Award Licensing Body

Item No	Recommendation	Actions	Responsible	Target Date	Priority/Control	Cost Implication £	Outcome Measure
		5. Establish D of E Award (IT) Management Systems (DEAMS). 6. Contact Sports organisations to increase Access Organisations. 7. Review foundation & induction training for new members of staff.					

2.0 PROCESS OVERVIEW OF THE BEST VALUE REVIEW

The Best Value Review concentrated on the provision by the Council's Youth and Community Service for young people aged 9 to 21 years. It took as its starting point the Ofsted Inspection of the Service in 1997, and extended its review work to meet the requirements of a Best Value Review.

3.0 THE PLAN AND TIMETABLE

The Best Value Review process began in November 2001 and was completed in November 2002. A copy of the Best Value Review project plan is contained in Appendix 1.

4.0 THE BEST VALUE REVIEW TEAM

A Best Value Review Project Group, led by the Youth and Community Service, included representatives of all tiers from the full time staff, part time youth workers, the voluntary sector and the Best Value Support Team.

The Best Value Appraisal Group was chaired by a member of the Best Value Review Team, and included Councillors from all political parties, trade unions, the voluntary sector and other agencies. A full list of the Best Value Project Group and the Appraisal Group is contained in Appendix 2.

We are grateful for the support given by Councillors and in particular that of the Chairman and also the Portfolio Holder of the Education and Life Long Learning Select Committee.

5.0 LINKS TO THE ISLE OF WIGHT COUNCIL'S MISSION, VALUES, OBJECTIVES AND STANDARDS

There are very clear links between the functions of the Youth and Community Service and the Council's Mission, Values, Objectives and Standards.

5.1 CONTRIBUTION TO THE COUNCIL'S STRATEGIC AIMS AND OBJECTIVES

The Isle of Wight Youth and Community Service uniquely contributes to all the Councils Strategic Aims and Objectives and in particular to those of the Education and Community Development Directorate. In addition to the Councils Strategic Plans, the Isle of Wight Youth and Community Service contributes fully to the Purpose, Beliefs and Values of the Education and Community Development Directorate and the Directorate document 'Improving Island Life' Strategic Plan 2001-2004. The Service Plan 2002-2003 of the Youth & Community Service plays a central or supporting role in meeting the aims and objectives of the 'Improving Island Life' Strategic Plan 2001-2004, a copy of both can be found in Appendix 3.

BEING OPEN AND FAIR

The Service operates an Equal Opportunities Policy and strives to work with young people from all backgrounds, although there is a need to develop work with young people with special needs. The report enlarges on this aspect in paragraph 14.4 and 14.5.

CARING FOR OUR UNIQUE ENVIRONMENT

Projects undertaken by the Youth and Community Service have included conservation on Brading Down, Bus Shelter in Brading, cleaning pathways and established bird hides, Pan and Parkhurst Estate Development.

TO IMPROVE ISLAND LIFE

The Service provides an opportunity for young people to meet in a safe environment and engage with trained Youth Workers to aid their development and transition into adulthood. Youth Workers work with young people including those who are vulnerable and disadvantaged, by listening to and valuing their views and opinions, enabling them to make informed choices based on experience and factual information, improving their well-being and opportunities for the future.

VALUE TO THE AUTHORITY

Listening to people. Youth Workers listen to young people to help them address the issues which affect them and their lives and to consult with them on the provision of the service.

WORKING IN PARTNERSHIP

The Youth and Community Service works in partnership with many organisations from both the statutory and voluntary sectors. There are areas for improvement in partnership working and this can be seen in Appendix 4 Interviews with key stakeholders.

GIVING EXCELLENT SERVICE

In 1997 Ofsted as a result of an inspection of the service stated "The service gives good value for money."

5.2 CORPORATE OBJECTIVES AND SERVICE STANDARDS

- To care for vulnerable and disadvantaged.
 - The Youth and Community Service is in a unique position to work with young people who are at risk and vulnerable and does so successfully by making provision available in a variety of settings. There is a plan to develop working arrangements between Children's Services and Youth and Community Services.
- To raise standards of achievement, encourage learning and promote opportunities for all.
 - The Youth and Community Service recognises the achievement of young people in a variety of ways, for example the Duke of Edinburgh's Award, through sports National Governing Body Awards and local Records of Achievement.
- To develop knowledge and skills needed for employment opportunities.
 - The Youth and Community Service through its curriculum provides young people with a range of experiences, both formal and informal, which can help shape their transition from adolescence to adulthood.
- To protect and enhance the health, safety and environment of the Island and its people.
 - The Youth and Community Service by providing safe places for young people to meet helps to create a safer environment. The Service also works with other agencies in crime prevention projects; Challenge & Adventure, Operation Columbus, thus supporting Section 17 of the Crime and Disorder Act.
- To develop the Island's transport network for the benefit of local young people.
 - The Service through supporting the Wight 2B Heard conference and the Youth Member of Parliament, enables young people to have a platform on which they can express their views on transport policy and priorities.

- To support and develop Council staff and to manage the Council's property and resources efficiently and effectively.
 - The Youth and Community Service has held a nationally accredited Staff Development Policy for at least twelve years, this policy is continually monitored and reviewed. The service is now a key player in the Council's "Success at Work" scheme. The Service manages through Property Services twelve Youth and Community Centres, used primarily for the benefit of young people and are also available for use by other members of the community.
- To provide tourism, economic, leisure and cultural development.
 - The Youth and Community Service through its International Youth Work brings young people and adults from other (mainly) European countries to the Island to take part in exchanges. The Service by and large purchases its goods through Island outlets and its work force is primarily local people. The Service provision to young people is primarily in their leisure time and the curriculum offers opportunities for cultural development.

5.3 RECOMMENDATION

The Youth and Community Service makes a significant contribution to the Council's Strategic Aims and Objectives. It is vital the Service has very clear strategic objectives so that it remains very focused on what it has to achieve. In order to achieve this it needs to develop a strategic plan.

**Education and Community Development Strategic Plan
2001 – 2004**

OUR PURPOSE

To secure the highest quality education, learning and cultural opportunities throughout life for the whole population of the Isle of Wight.

OUR BELIEFS

- Every individual in the community should have the opportunity to achieve the very highest that their potential will allow.
- Education, learning and culture should enable the development and strengthening of the community as well as the individual.
- Education, learning and cultural opportunities should be available and accessible to every member of the community.
- Services should be relevant and provided in as effective, efficient and economic a manner as possible.

WE VALUE

- **All children, young people and adults**
 - *As individuals*
 - *In families*
 - *Within communities*
- **All staff and their continuous development.**
- **Excellence in service provision through self-review, evaluation and continuous improvement.**
- **Partnership working with schools, the community and other agencies.**
- **Collaboration, creativity and innovation.**
- **Equality and fairness for all.**
- **Feedback including criticism and complaints.**
- **Honesty and openness.**
- **Courtesy and integrity.**

6.1 STATEMENT OF PURPOSE

Youth work supports young people in their transition from childhood to responsible adulthood, encourages their social development and individual fulfilment and helps them engage fully in society.

6.2 VALUES

Youth work is concerned primarily with young people's personal and social development. It is critically informed by a set of beliefs, which include a commitment to equal opportunity, and to young people as partners in learning and decision making.

6.3 METHODS

Youth work offers support, planned educational opportunities and projects in which young people choose to be involved. Youth work encourages young people to be both critical and creative in responding to their world and widens their experiences within it. The programme and projects also provide opportunities for relaxation, meeting friends and having fun.

Youth work complements and supports learning in schools, and contributes to social welfare and community development. It offers to all a constructive and educational use of leisure time. It helps young people achieve and fulfil their potential and to make choices about their lives, offering them information, advice and support. It works with other agencies to encourage society to be responsive to young people's needs, especially those young people who are vulnerable.

6.4 ROLE, SKILLS AND QUALITIES OF YOUTH WORKERS

In the past many questions have been asked about what is the role of a Youth Worker and what skills and qualities they need to possess?

In simple terms a Youth Worker (full and part time):

- Meets young people in a voluntary relationship the strength of the relationship being critical
- Plans, delivers, evaluates and monitors curriculum based educative work with young people
- Advocates for and on behalf of young people, challenging the inequality of young people within society
- Provides opportunities for social contact, development, fun, support, learning, skills, advice and experiences
- Empowers young people to make informed decisions on issues that effect their lives
- Listens to young people in a non-judgemental way, responding appropriately
- Manages facilities and resources to provide efficient and value for money services for young people
- Embarks on relevant training to keep up to date on issues both local and national, concerning young people

The skills and qualities of a youth worker are:

- Ability to build and maintain relationships with young people
- To respect young people and the views of young people as equal members of society
- To be 'warm' and approachable
- To listen, having a receptive attitude

- To be able to work with individuals and facilitate groups
- To manage resources and to work in a team
- To provide a range of opportunities with, and for, young people
- To be positive, supporting and caring
- To have good communication, planning and leadership skills

6.5 GOOD PRACTICE

Acknowledgement and recording of Youth Work good practice is ongoing through a system of monitoring, supervision and training. Examples of good practice are regularly submitted through line managers to the central office.

The review has highlighted the need to regularly communicate good practice throughout the service, which celebrate and share positive and effective youth work. Examples of good practice from the following are shown at Appendix 5.

- Multi Agency Group Services (MAG's)
- Youth and Car Project with Carisbrooke High School
- Streets Ahead
- Exchange 2001
- Boys Own
- Youth Workers Exchange
- Child Protection
- Friends and Enemies
- Mobile Youth Initiative (MY-I)
- Arts and Crafts
- Duke of Edinburgh's Award

All Youth and Community Centres and Projects are required to produce an Annual Curriculum Plan for the ensuing year, as well as a review of the previous year these illustrating examples of good practice.

7.0 OVERVIEW OF THE CURRENT SERVICE

7.1 THE SERVICE

Geographical Coverage and current publicity material for the Youth and Community Service are contained in Appendix 6.

The Youth and Community Service has continued to function as a department within the Education and Community Development Directorate. In summary, the Youth and Community Service provides a building based, mobile and street youth work programme, and supports the work of the Voluntary Sector and other agencies. It currently aims to work with young people aged 9 to 21 years with a focus on young people aged 13 to 19 years to give them the opportunity to take part in a wide range of activities, mainly in their leisure time, which complements their education.

7.2 CURRICULUM

The Youth Work Curriculum is designed and agreed with young people to take account of their needs and interests. It is based on four principles: education, participation, empowerment and equality. Engagement with young people relies on their voluntary participation and is therefore required to be flexible, enjoyable, exciting and challenging, if it is to be successful. The principles underpin a Curriculum which is formed around a range of issues affecting the lives of young people, including relationships, health, education, employment and recreation. Arts, sports, outdoor pursuits, international exchanges, information and counselling are amongst the range of facilities available to engage young people in considering these issues.

Examples of Annual Curriculum Statements, Plans and reports can be found in Appendix 7.

7.3 STAFFING

The Youth and Community Service is currently staffed by:-

- 1 Principal Youth and Community Officer
- 2 Area Youth and Community Officers
- 1 Training and Development Officer
- 1 Street Youth Work Manager (Officer)
- 6 Full Time centre based Senior Youth and Community Workers
- 1 Full Time Mobile Senior Youth and Community Worker
- 1 Full Time Youth Empowerment Worker
- Some 80 paid Part Time Youth Workers 6 of whom are Part Time Youth Workers in Charge
- A number of Volunteer Youth Workers

Staff at all levels engage to varying degrees in face to face work with young people. Part time staff are required to undertake a Foundation Course in Youth Work which is delivered locally, and all staff participate in the Council's 'Success at Work' programme. The staff 'tree' can be found in Appendix 8.

7.4 BUILDINGS AND MOBILES

There are six buildings owned the Isle of Wight Council and managed by full time Senior Youth and Community Workers: Cowes, Newport, Ryde, Sandown, Ventnor

and West Wight (Freshwater). There are a further six buildings owned by the Isle of Wight Council which operate on a part time basis and these are managed by Part Time Youth Workers in Charge: Brading, East Cowes Youth Project (Yorkie Bar), Niton, Shorwell, Wootton and Yarmouth. In addition, a Junior Youth Club currently meets at Downside Middle School. There are also two converted mini-coaches owned and run in partnership with Mobile Youth Initiatives who are a registered charity.

7.5 PROJECT AND PARTNERSHIP INITIATIVES

In addition, there are five well-established projects:

- a. Streets Ahead
- b. Mobile Youth Initiatives
- c. Challenge and Adventure
- d. Island Youth Water Activities Centre (IYWAC)
- e. The Duke of Edinburgh's Award

All these projects are available to young people across the Island. Without continuing support and funding from the Youth and Community Service, these projects could not be sustained.

Other successful projects include:-

- f. MAGS (Multi-Agency Group Services)
- g. The Car Project
- h. Connexions Pilot
- i. The Women and Girls Events
- j. Night Hawk
- k. Gray's Challenge
- l. Garlic Festival involvement by young people
- m. International Activities
- n. Other residential and County Programme events

7.6 IN SUMMARY

Currently the Youth and Community Service provides a programme of social education in a variety of settings – within its buildings, on the streets and on mobiles, meeting the needs of young people who are looking for a safe and friendly place to meet their friends and engage voluntarily in the opportunities available.

Excellent work takes place across the Island. All young people who come in contact with the Youth and Community Service have the opportunity to benefit from the advice and support given by its staff.

The Service has developed over the years from a traditional building based service to one which now includes mobile youth work and street youth work as funding has become available.

Most of the buildings are old, converted schools or churches and whilst they are structurally sound, the majority do not comply with the requirements of the Disability Discrimination Act and all need developing and modernising to meet the needs of young people today.

8.0 FINANCES

In 2001/02, the budget for the Youth and Community Service was £1,103,004, this represents 1.65% of the total Education budget which falls some 0.35% below the National Youth Agency Standards of Youth Work Provision.

£345,366 is allocated to Best Value and Corporate recharges which includes all central costs and charges and represents 31% of the total budget. £27,696 or 3% covers building repairs and transport. 9% covers equipment, travel costs etc.

£705,814 is directly managed by the Service and £532,891 or 48% of the total budget is spent on staff and £106,411 or 9% on premises costs

Each Youth and Community Centre is able to let their building for use by other youth and community groups. There is a minimum scale of charges of which 40% is returned to the Centre to support its youth work, the remaining 60% is income generated by the Service which then contributes to the centrally administered service running costs. Affiliated youth groups can use Youth and Community Centres free of charge. The amount of external use of centres varies greatly due to size, siting, condition, and availability.

From 1999 to 2001, the Youth and Community Service was able to attract approximately £1 million of Capital Challenge money to refurbish/rebuild the West Wight, Newport and Ventnor Youth and Community Centres.

Additional income has been generated through the Single Regeneration Budget, Connect Youth International, the Hampshire and Isle of Wight Police Authority, the Health Service, the Duke of Edinburgh's Award and one or two commercial companies.

9.0 VOLUNTARY SECTOR PROVISION ON THE ISLAND

9.1 VOLUNTARY SECTOR LINKS

The Voluntary Sector links with the Council's Youth and Community Service have been firmly established for many years through the Combined Council for Isle of Wight Youth and Community Services. The Youth and Community Service operates an affiliation scheme for voluntary youth groups and in turn for adopting the four principles of the Island's Youth and Community Service they are entitled to a number of services which include:-

- The use of a minibus
- Free use of Youth and Community Service buildings
- Hire of equipment
- Photocopying
- Activities and events
- Support and advice
- Training and training costs

Some 250 statutory and voluntary youth organisations are affiliated to the Isle of Wight Youth and Community Service. These include:-

- National voluntary organisations
- Scouts and Guides – all sections: Boys/Girls Brigade, Sea Cadets, Army Cadets, Air Cadets, Girls Venture Corps
- Red Cross
- St John's Ambulance
- Riding for the Disabled
- The Pony Club
- Marching bands
- Church and community based groups and clubs
- Sports and activities groups
- Specialist groups
- Youth counselling
- Duke of Edinburgh's Award
- The Youth Trust
- Island Youth Water Activities Centre
- Mobile Youth Initiatives
- Challenge and Adventure

9.2 PARTNERSHIPS

The Island's Youth and Community Service works in partnership with five significant and successful organisations, which are integral to the Service:

- Streets Ahead
- Mobile Youth Initiatives (Registered Charity)
- Challenge and Adventure (Registered Charity)
- Island Youth Water Activities Centre (Registered Charity)
- Duke of Edinburgh's Award

In addition, the Youth and Community Service works closely with other agencies including:

- Police (Operation Columbus)
- Careers
- Schools
- Primary Care Trust
- Youth Offending Team
- Crime and Disorder Unit
- Drug Action Team
- Child and Adolescent Mental Health Service
- Social Services (Independent Support Project)
- Island Regeneration
- Comment Mentoring Project
- Youth Trust
- Southampton and Hampshire Youth Services
- Hampshire and IOW Youth Clubs UK
- Connexions
- University of Brighton
- Prince's Trust
- Wight Leisure

These partnerships enable an extension of generic youth work to take account of the specific needs of young people. They also widen the scope of professional development of youth workers.

9.3 NATIONAL DEVELOPMENTS – CONNEXIONS

Connexions is a major government strategy to provide support for all young people in the target age range of 13 to 19 years to realise their full potential whatever their ability. There will be a network of personal advisors accessible by young people for one to one support. Its aim is to equip all young people with the opportunities, support and skills they need to make the smoothest possible transition to adulthood.

The key principles to the Connexions strategy which are supported by the Youth and Community Service are:

- Raising aspirations – setting high expectations of every individual
- Meeting individual need – and overcoming barriers to learning
- Taking account of the views of young people – individually and collectively, as the new service is developed and as it is operated locally
- Inclusion – keeping young people in mainstream education and training and preventing them moving to the margins of their community
- Partnership – agencies collaborating to achieve more for young people, parents and communities than agencies working in isolation

- Community involvement and neighbourhood renewal – through involvement of community mentors and through personal advisers brokering access to local welfare, health, arts, sport and guidance networks
- Extending opportunity and equality of opportunity – raising participation and achievement levels for **all** young people, influencing the availability, suitability and quality of provision and raising awareness of opportunities
- Evidence based practice – ensuring that new interventions are based on rigorous research and evaluation into ‘what works’.

The Connexions service will be delivered locally and is part of the South Central Connexions Service (SCCS) which covers the areas of Hampshire, the Isle of Wight, Portsmouth and Southampton. There is a Chief Executive who is answerable to the SCCS Board, and each area has its own co-ordinator and Management Committee. The Youth and Community Service is a key partner in its delivery and is represented on the local Connexions Steering Group and local Management Committee.

The SCCS went ‘live’ in September 2002 and clearly impacts on the future delivery of Youth Work. The Youth and Community Service is continually developing its service to young people which includes partnerships with other agencies. As a major provider to young people the Youth and Community Service is a key stakeholder within the Connexions partnership and as such has developed work that contributes to the delivery of Connexions.

Two youth workers have recently completed the Diploma in Personnel Advising and other youth workers are waiting to attend the ‘Understanding Connexions’ course once it is developed.

10.0 THE BEST VALUE REVIEW PROCESS

The Project Team and Appraisal Group developed and agreed the Scope of the Review, see Appendix 9, and a project plan which addresses the four C's (Challenge, Consult, Compare and Compete) culminating in the production of this report for the approval of stakeholders.

- The Best Value Project Groups met on the following occasions.

PROJECT GROUP	APPRAISAL GROUP
10 January 2002	21 March 2002
25 January 2002	29 May 200
25 February 2002	30 August 2002
11 March 2002	11 October 2002
19 April 2002	
27 May 2002	
19 July 2002	
15 August 2002	
3 September 2002	
21 – 25 October 2002	

The minutes of these meetings are available for viewing from the Best Value Support Team.

- The Isle of Wight Council and its Officers are very grateful to everyone who participated in the Best Value Review process. Their comments, challenges, suggestions and views on the needs, strategies and priorities have been invaluable.
- The staff of the Youth and Community Service have been informed and consulted throughout the process of the review. The whole of the Youth and Community Service youth work staff had the opportunity to be involved in a 'Consult and Challenge Conference' on 16 March 2002 and the outcomes have contributed to the development of the Improvement Plan.
- Throughout the Best Value Review process, the Youth and Community Service has sought evidence from its main stakeholders which support recommendations for service developments shown in the Improvement Plan.

11.0 CONSULT AND CHALLENGE

The main challenge to Service provision has largely been conducted through consulting with full time and part time staff, young people and other users of the Service, voluntary organisations, past users of the Service, parents, schools, MORI poll and other agencies. In addition further challenges were made using Ofsted Inspection Framework for Self Assessment and the National Youth Agency Standards of Youth Work Provision, and against two of the leading UK Youth Service Providers, namely Cornwall and West Sussex Youth Services.

11.1 THE PROCESS

The Challenge to the Service was conducted in a variety of ways:

- An analysis of “Youth Work Quality Statements” outlined in the Ofsted Inspection Framework for Self Assessment
- To measure the Isle of Wight Youth and Community Service against the “Standards of Youth Work Provision” as set out by the National Youth Agency
- How does the service meet the Councils’ and the Education and Community Development Directorate Corporate aims and objectives?
- Through communication with users, non-users, other agencies.

See Appendix 10 for list of Consultees.

11.2 OUTCOMES OF CONSULTATION

- A MORI poll in November 2001 was undertaken to ask Isle of Wight residents which Youth and Community Services they had heard about or used. The poll revealed 66% had heard of the Duke of Edinburgh’s Award, 65% Voluntary Youth Organisations and 60% Youth and community centres in towns/villages. A full report of the poll is contained in Appendix 11.
- Questionnaires were circulated to young people through schools, Youth and Community Centres and on the streets, some of whom do not use the Service and parents through Parents Evenings. Results from both indicated by a large majority that there should be places for young people to meet and youth workers should be available. Results of the Challenge questionnaires are attached as Appendices 12 – 19.

Challenge and Consult questionnaire headlines :

- Careers Convention - Appendix 12
 - 98% thought there should be places just for young people to go.
 - 88% thought there should be Youth Workers.
 - 56% had attended an Island Youth and Community Centre.
- Wight 2B Heard Conference - Appendix 13
 - 84% thought there should be places just for young people.
 - 72% thought there should be Youth Workers.
 - 50% had attended an Island Youth and Community Centre.
- Carisbrooke High School Parents Evening - Appendix 14
 - 90% thought there should be places just for young people to go.
 - 94% gave a service rating of good or better.
 - 100% were aware of Youth and Community Centres.
- Medina High School Parents Evening - Appendix 15

- 82% thought there should be places just for young people to go.
 - 60% gave a service rating of good or better.
 - 88% were aware of Youth and Community Centres.
- Medina High School Youth Survey Appendix - 16
 - 88% thought there should be places just for young people to go.
 - 58% thought there should be Youth Workers.
 - 71% had attended an Island Youth and Community Centre.
 - Combined Youth Surveys February/March 2002 - Appendix 17
 - 90% thought there should be places just for young people to go.
 - 76% thought there should be Youth Workers.
 - 55% had attended an Island Youth and Community Centre.
 - Youth and Community Service Survey 29 October – 4 November 2001 - Appendix 18
 - 60% males and 40% females were surveyed. 63% were in the 13-16 years age group and 76% attended school. Only 5% were unemployed.
 - 25% attended a Youth and Community Centre within the last 6 months. 34% had attended for 2 years or more.
 - 75% were fairly satisfied and above with the availability of Street Youth Workers.
 - 73% were fairly satisfied and above with the numbers of Street Youth Workers available.
 - The top 5 issues discussed with Youth Workers:
 - Issues at school or college
 - Smoking
 - Relationships with your friends
 - Alcohol
 - Sport
 - Ex-Youth and Community Centre Members Survey - Appendix 19
 - 11 responses were received from Ex-Youth and Community Centre members who last attended a Youth and Community Centre between 5 and 25 years ago.
 - What was good?
 - 50% said meeting friends, 35% said enjoyable.
 - What was not so good?
 - 42% not open often enough.
 - Were you influenced by Youth Workers?
 - 60% said yes and 80% said that this was a positive influence.

Much has been said that the Youth and Community Service premises do not meet the needs of young people today, to test this the five High Schools were invited to take part in a piece of work in which young people were asked to “design your ideal youth and community centre”. One High School, Cowes, responded to the invitation. A total of 19 small groups of between three and six year 10 students completed the task. A full breakdown of the results can be found as Appendix 20. The highlights are:

- **Facilities**
 - 68% wanted a café/snack bar, 47% a study/library area, 37% a swimming pool, music hall/studio, counselling/confidential room, 20% cinema, indoor skate park.
- **Equipment**
 - 63% wanted snooker and pool tables.

- **Services**
37% wanted a counselling service, 26% careers advice, 15% family planning advice.
- **Activities**
15% wanted volleyball, 10% climbing/abseiling, 5% trips and organised activities.
- **Ideas**
15% wanted ID's and membership cards. 5% run by members with adult supervision. Opening times 3.00 – 9.30 pm weekdays and 10.00 am – 11.00 pm at weekends, free contraception.

11.3 AUDIT OF FACILITIES

An audit of facilities currently available in Island Youth and community centres and Mobile Youth and Community Centres was carried out during July 2002 as part of the Best Value Review. See Appendix 21.

This revealed that many of the facilities highlighted in the Cowes High School Project are in fact available or have the potential to be developed in the majority of the Youth and community centres audited. However the Project identified various ideas for the redevelopment and modernisation of centres and services.

These “challenges” overwhelmingly support the need for a universal youth service and demonstrates the value that the community place on the service.

11.4 ISLE OF WIGHT YOUTH AND COMMUNITY SERVICE – YOUNG PEOPLE USER SURVEY

The survey was carried out in October 2002. Its aim was to find out the degree of satisfaction there was with key parts of the service and its facilities. The questionnaires and results are shown in Appendix 22 a, b, c and d.

An analysis was carried out of a sample of 101 returns from Young People who attend Youth and Community Centres. At the time of this report data was still outstanding from the some centres and projects. The published outcomes in this report are therefore incomplete and should be used as an indication only.

It is expected that the full results will be published in the final report.

INITIAL OUTCOMES FROM THE SURVEY

Overall, young people were satisfied with their centres, youth workers, access, discussion and activities. We expect there will be some difference between the various centres and projects.

In particular, young people showed a high degree of satisfaction with their relationships with youth workers and the atmosphere at Youth and Community Centres, rating them on a scale of 8 out of 10.

There was also a high satisfaction with the quality of the Youth and Community Centre buildings, the users rated them at 7.5. However, the majority of answers analysed did come from Newport and West Wight where facilities are new.

There was a general satisfaction level of between 6 and 7 on all other questions asked. The lowest rating was 6.3 for satisfaction with group discussions.

Once the full results are known and published, areas of concern will be incorporated into the Improvement Plan.

11.5 SURVEY OF SCHOOL STAFF

All Island schools in July 2002 were asked to comment on their contact with the Youth and Community Service. The results of the survey in Appendix 23 show the following:

- Strengths:
 - MAG's groups
 - Challenge and Adventure
 - Leadership Offsite
 - Llanbrynmair

- Weaknesses:
 - Sharing information and experiences
 - Marketing what we provide

11.6 CONSULTATION WITH OUTSIDE YOUTH ORGANISATIONS AND THE COMBINED COUNCIL FOR ISLE OF WIGHT YOUTH SERVICES

A survey was carried out with outside youth organisations with a cross section of organisations responding.

A summary of the survey is as follows:

WHAT WORKS FOR YOU?	WHAT DO YOU VALUE?	WHAT ARE THE ISSUES FOR YOU?	WHAT CAN WE DEVELOP?
Resources	Help, support, experience	Knowledge of what is available	Informing (timing)
Support	Relationship with staff	Drugs	Other ways to contact young people
Information	Clubs	Violence	Equipment – good working order
MY-I	Street workers	Homelessness	Awareness of what others do
Professionals	Information	Contact directory	
Funding	Equipment	General ignorance	
Training Events	Grants		
	Training Events		

The Combined Council for the Isle of Wight Youth Services is the coming together of the Isle of Wight Council for Voluntary Youth Services and the Isle of Wight Youth Advisory Committee under one constitution. The Combined Councils main functions are to:

- Offer a forum for information sharing
- Discuss issues relating to youth work and young people
- Advocate on issues relating to young people
- Advise the Education and Community Development Directorate and the Isle of Wight Council on matters relating to youth work and young people.

The Combined Council was consulted on 28 May 2002. The results of that consultation are shown as Appendix 24 and includes the following,

The positives about the Youth and Community Service were:

- Good value within budget limitations
- Without training grants, census fees (to young people) would rise
- Offer value
- Other Local Education Authorities do not offer what we get from the Isle of Wight Youth and Community Service – real value
- Pick up phone and ask for help
- If something goes wrong, help is always there
- Bulletin Best Value
- Staff are always available
- Combined Council meeting to share
- Cannot do without the Youth and Community Service
- More than likely on the Island

Need

- The Isle of Wight Council to give greater recognition to voluntary organisations
- Equipment/hardship grants – help toward uniforms, rent for premises, general overhead issues
- Find leaders
- Use Youth and Community Services training events more

11.7 AFFILIATED YOUTH GROUPS

The Isle of Wight Youth and Community Service supports some 250 affiliated youth groups. Each of these groups meets on average twice a week and has four adult volunteer leaders. For many of these groups the adult leaders give up weekends and annual leave to give young people the opportunity to take part in residential experiences and camps. The National Youth Agency speculates that some 75% of all young people make contact with the youth service during their adolescence. According to the Office of National Statistics mid summer 2000 estimates there are 10,533 13-19 year olds on the Isle of Wight.

11.8 RECOMMENDATIONS AND SUMMARY

- There should continue to be Youth and Community Workers and Youth and Community provision for young people.
- Young people who use the Youth and Community Service were satisfied with the Service.
- Ex-members thought it has a positive influence on their lives.
- The needs assessment of facilities and audit showed there were areas to be developed.
- There is a requirement for the Youth and Community Service to be marketed to young people.
- There is a continued need for the Youth and Community Service to facilitate the Combined Council for Isle of Wight Youth and Community Services.
- There is a requirement to develop further links with voluntary organisations.

12.0 OFSTED: (INSPECTION 1997) CHALLENGE

In September 1997 Ofsted inspected the Isle of Wight Youth and Community Service and produced a report (Appendix 25, Ref. 159/97/DS). It found that overall "The Service is well managed. Despite its limited budget it has good community support, and given the quality of most of its provision, and the high levels of involvement by young people, the Service provides good value for money". Ofsted went on to recommend the following "Key issues for action".

In order to improve the quality of its provision for young people, the Isle of Wight Youth and Community Service, with the support of the Local Education Authority (LEA) should:

- Develop a comprehensive quality assurance system, which is accessible to all staff, involves young people, and is rigorously applied across the service.
- Review its curriculum policy and include guidance on minimum standards, progression and performance indicators.
- Improve access to youth work provision for young people in rural and disadvantaged areas, through creative approaches, such as mobile or detached work facilities.
- Consider appropriate budgetary delegation.
- Develop a small group, based on the education committee, to focus on the Youth and Community Service and provide constructively critical support.
- Clarify the policy on the target age range for youth work.

Since the inspection of the Service the following has been achieved:

- A quality assurance system has been introduced based on the practice of other local authority youth services and whilst this is largely a "tick box" exercise it has proved a useful tool ensuring such areas as health and safety, standards of cleanliness and staff development are maintained. With more recent national developments focusing on Transforming Youth Work and our "challenges" with West Sussex and Cornwall, quality assurance issues need to be raised again. With this important feature in mind it is recommended that an Officers post be created, with responsibility for developing and delivering Quality Assurance across the service.
- The Service has had in place since 1992 a curriculum document and was one of the forerunners in developing this aspect of youth work. Following the Ofsted inspection the curriculum was reviewed and improved, as with quality assurance our curriculum is in need of further development and refinement and it is recommended an Officers post with responsibility for curriculum development across the service be created. The existing Curriculum & Quality Assurance documents can be found in Appendix 7 and 26 respectively.
- Since 1997 Mobile Youth Initiatives as a registered charity has been created and with grants from the Princes Trust, South East England Development Agency (SEEDA), and Single Regeneration Budget (SRB) together with budget allocation from the Youth and Community Service, work in the rural Wight is now undertaken. As a development, a Street Youth Work Manager post has been created to support the existing Street and Mobile Youth Work and to bring about a consistency and unification of non-centre based youth work. The post of Street Youth Work Manager together with four sessions a week of part time youth work is funded through the SRB. This funding expires in 2006 and it is

recommended the Youth and Community Service base budget is built up over the ensuing years to ensure the continuity of this valuable work.

- The Youth and Community Service budget has continued to be managed centrally to allow such economies of scale that are possible.
- It is hoped as a result of this Best Value Review a small group of elected members will develop and continue their interest in the work of the Youth and Community Service.
- The age range with which the Youth and Community Service should be working is argued in paragraphs 19.1 and 19.2 of this Review.

12.1 OFSTED: YOUTH WORK QUALITY STATEMENTS – SELF ASSESSMENT

As part of the Best Value Review the Service used the Ofsted: Youth Work Quality Statements – Self Assessment Framework (Appendix 27) to examine existing provision and to draw from that areas for improvement. The Service has many areas of strength which show a wide variety of provision, supporting and working with a range of organisations and agencies. The areas of strength also demonstrate the Service is contributing fully to the Councils strategic aims and objectives. An example of how the Self Assessment process has assisted service development can be seen below.

Framework reference	Quality Statement	Key documents or evidence	Areas of strength	Areas for development
2B (ii)	Young people communicate clearly, discuss issues effectively and, where necessary, defend their case logically and objectively.	<ul style="list-style-type: none"> ■ Young people on Management Committees ■ Young people survey ■ International exchanges ■ Consultation exercise ■ Videos ■ Wight 2B Heard 	<ul style="list-style-type: none"> ■ Personal Awards ■ Management Committee records of attendance by young people ■ Reports by young people 	<ul style="list-style-type: none"> ■ Develop area forums, Town Councils and Isle of Wight forum ■ Ensure 50% participation on Management Committees ■ Video tapes

12.2 RECOMMENDATIONS

- Improve curriculum development and quality assurance mechanisms
- Develop mechanisms for consultation with young people beyond the users of the Service
- Actively work towards the establishment of the Isle of Wight Council Youth Forum
- Develop full “inclusiveness” within the Service and in particular improve facilities for those with disabilities in line with the Disability Discrimination Act.
- Develop an improved partnership working with schools, Connexions and other agencies
- Build the base budget to cover funding for Street Youth Work.
- Establish a group of elected members who will review the progress of the Five Year Strategic Plan and the implementation of the Youth and Community Service Improvement Plan.

13.0 THE NATIONAL YOUTH AGENCY – STANDARDS OF YOUTH WORK PROVISION (Appendix 28)

- Currently the Youth and Community Service has an age range of 9-21 years focusing on the 13-19's. This is an historic age range and has been kept in place in this form so the Service can continue to support the voluntary sector, which by and large works with a younger age group. It has also enabled youth and community centres to operate junior clubs using paid staff. Ofsted in their 1997 inspection recommended we “clarify the policy on the target age ranges for youth work”, these themes have been repeated in further inspections of other authorities. West Sussex for example does not pay staff for any work with under 13's and Central Government is requiring Youth Services prioritise work for 13-19 years and allocate at least 80% of Youth Service funding to this group (Transforming Youth Work, DfES 2001).
- It is recommended that over the next 18 months work with paid staff with those under 13 years is phased out, except in the final terms of school year 8 and where it can be clearly demonstrated that a paid member of staff is working with a significant group of at least 8 “senior members” enhancing their personal development.
- The Service has a very thorough coverage of provision across the Island with all the major centres of population having access to Youth and Community Service provision (Appendix 4). All Youth and Community Centres with the exception of two are open for more than 4 hours per week to young people.
- The Isle of Wight Council Youth and Community Service ‘full time centres’ are used extensively especially those at Newport and Ryde/St Johns Annexe. In these two centres all areas are heavily booked throughout each week. Use of these centres includes Sure Start, Challenge and Adventure, Scouts, Music Academy, Fitness Classes, Martial Arts, Special Youth Club, Dancing Classes, Cranstoun Drug Services, People Off the Streets (POTS) and Carisbrooke High School. In addition, two of the remaining four centres namely Cowes and Sandown are well used. Their use includes the following groups – Sports, Wessex Youth Offending Team, Dancing, Therapy, Connexions, 50 Plus and Youth Theatre. At West Wight (Freshwater) computer and IT classes successfully operate five days a week for the benefit of local adults and work-returners. Ventnor Youth and Community Centre is also used by a significant number of organisations throughout the year including language school students, carnival workshops and the Isle of Wight College. All buildings are available for hire by community groups for one off events such as fayres, jumbles, shows, meetings and polling stations. The full time centres are also regularly seasonally used by foreign language schools for TEFL which generates significant revenue. This extensive use of centres reflects the number of community groups in those areas who heavily depend on free or low cost Youth and Community Centre use. This however generates an increased workload in the form of administration and management for those Senior Youth and Community Workers in those areas.
- In addition to the above ‘part time centres’ are also used although this community use is infrequent and sporadic. Use at Yarmouth Youth and community centre for example consists of four regular sessions each week, these involve an art group, toddler group, a dancing and music group. Other use of part time centres includes church groups, football club changing facilities, Physically Handicapped and Able Bodied Club (PHAB), seasonal language schools and consistent and regular use of one centre by a special school.

- The Youth and Community Service therefore provides a valuable resource for a host of community organisations without which their continuing existence would be problematic. To develop these important community resources it is proposed that the hire and availability of Youth and Community Centres become the responsibility of the Administrative Staff Team within the Youth and Community Service restructuring plan.
- Full time Youth and Community Centres are on average open 16 hours per week during term time to the target age range, this is some 12 hours below the NYA standard. The current staffing levels, however, preclude this target being achieved throughout the year, significantly affecting holiday opening. The factors affecting opening times include - the total number of youth work sessions available, the perceived local need, the age groups of the young people, the building facilities/resources and layout and the activities taking place. Weekend work also varies locally, however, centres generally do not open with the exception of three who offer Saturday Clubs for young people with special needs. Some centres offer one off activities at weekends such as trips and visits.
- Two part time Youth and Community Centres are open only one evening each week and the remainder open either two, three or four evenings. Again this depends on their staffing establishment which varies considerably based on perceived need. One of the more popular and thriving centres is at Brading which opens four evenings each week, three of which are for 13 plus year olds. It therefore opens 12 hours weekly for some 42 weeks of the year and provides a valuable resource for local young people. Appendix 29 shows a breakdown of building usage.
- Streets Ahead and Mobile Youth Initiatives open for some 15 hours per week but in summer this increases considerably to 45 hours which reflects the Streets Ahead Ryde Summer Initiatives.
- For each session a full time centre is open there needs to be a minimum of three, in some cases four staff on duty for safety, supervision and quality of work purposes. 28 hours equates to 7.5 sessions (a session being 3 hrs 42 mins or 3.7 hrs). In effect to achieve this standard each centre would be required to have a minimum of 22.5 paid sessions of youth work, this means an additional 10 sessions per unit per week.
- A further standard relating to staffing is there should be one full time equivalent nationally qualified youth worker per 400 13-19 years of the population. The Isle of Wight has a 13-19 years population of 10,533 (ONS mid year estimates 2001). This would mean 26 nationally qualified staff. As of 1 December 2001 there were 10 nationally qualified full time staff and 0.7 full time equivalent of part time staff nationally qualified. This means an additional 15 staff. (see Appendix 30, Workforce Survey 2001).
- In 2001/02 the Youth and Community Service spend of the total education budget was 1.65%, the NYA standard is 2% of the Local Authority Education Budget. To achieve this percentage an increase of £233,785 is required. This sum would remedy the existing staffing shortfall as discussed in the preceding paragraphs. In other areas of Standards of Youth Work provision the Service reflects well.

13.1 RECOMMENDATIONS

- The Youth and Community Service phases out over the next 18 months work with young people under 13 years by paid staff.
- Administrative staff to take greater responsibility for the community use and day to day management of Youth and Community Centres.
- Increase the base budget to take account of the additional staff required to meet NYA National Standards.

14.0 BEST VALUE RESEARCH UNDERTAKEN

14.1 ERIC REPORT

Further research was undertaken in the summer of 2001 by 'ERIC' which is a converted ambulance and with staff from Connexions, CAHMS and Youth and Community Service canvassed the views of 1174 young people aged 11-19+ years, 93% were aged 12-17 years. Of those surveyed 19% used Youth and Community Centres, the other popular facilities being the cinema, beaches, sports centres, bowling and ice-skating. Large percentages of the young people surveyed indicated they felt unsupported in many areas which affected their lives; careers, getting a job, smoking, alcohol, drugs and sexual health, clearly a role for the generic skills of Youth Workers. Multi-agency work, Advice and Information Shops, Drop-in Centres are all possible other ways to respond to this need. Appendix 31 gives a further account of this research. The full report is available through Connexions.

14.2 MACKINNON FEASIBILITY STUDY

A feasibility study commissioned by the Youth and Community Service was completed by the MacKinnon partnership. The research was undertaken to explore the possibilities of a "One Stop Shop" (working title only). This was led by the Youth and Community Service in partnership with a number of other organisations including Connexions, Youth Trust, Careers, Crime and Disorder, Social Services Independent Support Project (ISP) and Primary Care Trust. Discussions are on-going to decide the way forward. The MacKinnon report can be found as Appendix 32. The report concluded that the development of One Stop Shop/Shops was both feasible and needed for young people on the Isle of Wight. In order for the project to be realised it will require strong leadership, vision and strategic partnership working led by the Youth and Community Service.

14.3 KEY STAKEHOLDER INTERVIEWS

Further consultations/challenges were undertaken through interviews with staff from the following agencies; The Youth Trust, Connexions, Police, Wight Leisure, Children's Service, Health Promotion, Wight 2B Heard, Crime and Disorder Unit, CAMHS, Youth Offending Team (Appendix 4). The results of the interviews are very positive and supportive of the work of the Youth and Community Service and the strength of the voluntary association young people have with youth workers was recognised. An overriding factor was that more interagency/partnership working should take place which could possibly attract additional external funding and personal development for staff. Discussions have already begun with the Youth Offending Team to involve a youth worker within the delivery of their work.

14.4 INCLUSION

Youth and Community Service and Best Value staff met on 23 July 2002 with a small group of parents with young people with disabilities. Whilst the Youth and Community Service already does much to support the needs of young people with disabilities by providing resources such as venues and some staff, Saturday Special Clubs, PHAB, Duke of Edinburgh's Award, IYWAC, Challenge and Adventure and MAGs; additional work could be done to make the service more inclusive. There are, however, child protection and training issues to be considered, where young people have more complex needs and where personal

care is required. Continued consultation with this group has been promised with a view to developing inclusion. Appendix 33 gives the notes of this meeting.

14.5 DISABILITY DISCRIMINATION ACT BUILDING SURVEY

An audit under the Disabilities Discrimination Act carried out in August 2002 is shown in detail in Appendix 34. The following table shows the overall Building Score for each Youth and Community Centre.

Youth & Community Centre	Physical Environment Overall Building Score
Brading	36.4%
Challenge & Adventure	28.6%
Cowes	34.7%
IYWAC	25.0%
MY-I Bus	34.1%
Newport	61.8%
Niton	26.2%
Ryde	32.4%
Sandown	35.7%
Shorwell	22.7%
Ventnor	35.2%
West Wight	51.5%
Wootton	33.3%
Yarmouth	30.6%
Yorkie Bar	28.6%

For buildings to be fully compliant with the Disability Discrimination Act requires a score of 100%. None of the buildings reached this score, the maximum was Newport Youth and Community Centre with a score of 61.8%.

To achieve reasonable compliance with the Disability Discrimination Act it is proposed that the Youth and Community Service with Property Services determines the major items that need to be carried out for each building between now and 2004. Property Services advise that they are concentrating on issues such as access to buildings including doors and ramps.

14.6 CURRENT BUILDING IMPROVEMENTS

Some work to improve the facilities at Cowes, Brading, Sandown and Wootton Youth and community centres is currently being commissioned as a result of £17,000 being made available from Central Government.

14.7 PART TIME STAFF CONSULTATION

An in depth consultation/challenge has taken place within the Service by its staff. A full day conference which was attended by 90% of the part-time staff and was facilitated by full-time staff explored the strengths and weaknesses of the Service. Questionnaires were circulated to those who were unable to attend the conference, there were 10 replies. There was much support to explore new approaches to youth work and to undertake more needs analysis and planning, to develop the

curriculum, engage young people more purposefully in the decision making processes and develop work with minority groups. (Appendix 35).

14.8 FULL TIME STAFF CONSULTATION

Full time staff have also been actively consulted in this review (Appendix 36) and one of the overriding factors which has emerged is that whilst the Service does have a Service Plan which supports both the Isle of Wight Council and Education and Community Directorate plans, it does not give sufficient strategic direction for the Service of the next few years. As shown from discussions with other agencies and the Governments Transforming Youth Work policy the Youth and Community Service needs to be more proactive in its work with other agencies in particular Connexions, in its work with specific groups of young people who are disengaged from learning and training, with young people with special needs and/or disabilities. For staff to take on these different and developing roles a structure needs to be developed that frees up staff time and facilitates the process of change.

A new structure would move from area accountability to an Island wide responsibility developing contemporary thematic job descriptions:- Quality Assurance, Curriculum Development, Training and Development, Youth Work Project Manager (see Appendix 37). The Training and Development and Youth Work Project Manager posts currently exist, and the rationale for the development of the Quality Assurance and Curriculum Development Managers posts follows in paragraphs 15.2 and 15.3.

14.9 RECOMMENDATIONS

To pursue the establishment of the One Stop Shop in partnership with other organisations and the Youth and Community Service continuing with its lead role.

- To develop an operational partnership with the Youth Offending Team.
- To develop operational links with Social Services – Children’s Service Team.
- To develop access to the Youth and Community Service for young people with disabilities.
- To improve accessibility of buildings to meet the requirements of the Disability Discrimination Act.
- To develop a new organisational structure which will enable the Youth and Community Service to meet modern day needs.
- To develop the curriculum and quality assurance to improve Youth Work provision.
- To develop further partnership work with other agencies in particular, Connexions.
- To extend empowerment opportunities to young people through Youth and Community Centre Management Committees and the Isle of Wight Council Youth Forum.
- To secure funding beyond April 2004 for the Youth Empowerment Worker post.

15.0 MANAGEMENT DEVELOPMENT

15.1 ASSISTANT PRINCIPAL YOUTH AND COMMUNITY OFFICER

A new post of Assistant Principal Youth and Community Officer should be introduced to assist in the strategic development of the Service with a specific role to acquire/obtain external (long-term) funding, this model has been adopted by Cornwall Youth Service with great success, the effect has been to find additional funding for the Youth Service almost matching core funding. It is interesting to note that both Cornwall and West Sussex Youth Services (see separate reports Appendices 38 and 39) have an additional tier at Officers level to the Isle of Wight. Whilst it is accepted that geographically both Cornwall and West Sussex are bigger than the Island the work generated, curriculum and other policies required are the same!

15.2 QUALITY ASSURANCE MANAGER

- As a result of the Best Value process, part of the IW Youth and Community Service Improvement Plan is to create the post of Quality Assurance Manager to undertake the development of Quality Assurance systems throughout the Service and to work closely with the Training and Development Manager and the Curriculum Development Manager to proactively raise the quality of youth work.

- The justification and rationale for creating this post are:
 - To be in line with the National Youth Agency impetus to ensure clarity and consistency of the purpose of youth work
 - To respond to government policy particularly in respect of the Connexions Service and how it impacts upon the quality of youth work delivery
 - To address inconsistencies in the quality of youth work delivery across the service
 - To enable clear strategic thinking and leadership which informs all areas of the service
 - To raise the quality of service to young people in respect of diversity of provision, skills and experience of staff through effective training and support etc
 - To effectively set, monitor and improve standards
 - To establish clear measurable outcomes in terms of how, what and when the service is delivered
 - To improve the accountability of the Youth and Community Service set against the aims and objectives
 - To establish a clear, open and transparent system for quality assurance
 - To actively engage young people in the design and delivery of the service
 - To acknowledge and celebrate the diversity of individual achievement
 - To ensure value for money to young people and the wider community

- The evidence to support the above has been gained via the best value process and ongoing professional discussions within the staff team regarding service development. Consultations with high school groups, disability groups, full time staff and part time staff, user groups and individuals have demonstrated the need for quality assurance.

- Comparisons with Cornwall and West Sussex youth Services have highlighted the need for a contemporary structure that reflects the needs of the IW Youth and Community Service.
- We have challenged the present Quality Standards document and found it to be inadequate and lacking in facilitating service development.
- The IW Youth and Community Service must respond to the partnership challenge of working with the Connexions Service and in becoming the lead youth work agency must demonstrate a robust quality assurance system.
- The IW Youth and Community Service must respond appropriately to changing government led policies concerning issues that affect young people.

15.3 CURRICULUM DEVELOPMENT MANAGER

- As a result of the Best Value process part of the IW Youth and Community Service Development plan is to create a new senior management post to oversee the development of the curriculum. The person will work closely with the Training and Development Manager and Quality Assurance Manager to raise the standards of youth work.
- There needs to be a clear sense of purpose bearing in mind the diversity of settings and variety of methods therefore creating and enabling consistency of implementation to stated standards.
- Current staff structure and establishment has made it impossible for the Service to develop curriculum training at a speed in keeping with national developments. It is therefore essential to redirect the emphasis of some Senior Management posts to implement a contemporary Youth Work Curriculum and Quality Assurance system.
- Despite our efforts to meet the needs and to encompass Curriculum Development (and Quality Assurance) as part of our generic everyday roles this has left this area of work without a clear strategic and operational direction. This is due to the amount of work involved and external pressures demanding detailed Curriculum content and Quality Assurance. It is proposed therefore that two of the existing posts of the Senior Management Team be re-directed to take on these areas of work.
- There needs to be a user-friendly curriculum document, which is a working document. A practical, user-friendly and valuable system is required that incorporates this document and support through training, reflection and evaluation processes.
- There needs to be a clear understanding of the following:
 - The need for a curriculum
 - Clear learning outcomes
 - Planning of youth work
 - Measures of success including process
 - Keep up to date with national standards.

- A lack of clarity and understanding has existed in relation to the differences in particular between participation and empowerment as well as other areas of the Curriculum. We therefore need to:-
 - Have clear aims and objectives for youth work in an increasingly competitive environment.
 - Raise the profile of youth work and the Youth and Community Service in a way which is clearly understood by young people and other agencies.

- This is supported by:-
 - Consultation with sessional and full-time staff
 - Comparison with Cornwall and West Sussex Youth Services
 - Challenging the existing document as to whether it works
 - The challenge provided by the philosophy of the Connexions service and which the Youth and Community Service will make to Connexions philosophy.

15.4 STRATEGIC MANAGEMENT TEAM

Managers would work closely with a small team of Senior Youth and Community Workers to form working groups on Quality Assurance, Curriculum Development and Training and Development. The Strategic Management team would each line manage two Senior Youth and Community Workers who would with the support of additional 0.5 youth work posts, manage the staff working in one full time centre and one part time centre. Part time staff would be employed in more substantial posts to create greater consistency and strengthen teamwork. This would be phased in gradually to replace one and two session posts. Cornwall Youth Service have successfully introduced this model and significantly addressed recruitment issues which youth services face both nationally and locally. A summary of the findings from the Cornwall and West Sussex visits can be found at paragraph 15.5, for the full reports see Appendices 38 and 39.

The issues of recruitment and retention are addressed at paragraph 16.0 of this report.

The current Principal Youth and Community Officer, Training and Development Officer and Street Youth Work Manager job descriptions need to be reviewed and revised to meet the strategic objectives of the Service.

15.5 MANAGEMENT OF CHANGE

CORNWALL YOUTH SERVICE VISIT

Cornwall has gone through significant changes in structure and operations both before and since the Ofsted report in 2001.

Change started because of the recognition that area district officers had created different and diverse areas with no corporate identity and no strategic view. It was recognized that this was prohibiting strategic thinking and planning on a County level.

Change was enabled by clear leadership from the County Youth Officer, together with the support of an empowered Senior Management Team. Staff recognised the need for change, and the few who dissented were offered alternative routes, so as not to block the process.

There is a belief within the service that that managers are managers, and what they manage can be moved and changed. This together with generic job descriptions, enables the management team to move and change roles, which leads to more effectiveness, challenge, job satisfaction and efficiency.

The County Youth Officer has significantly changed the nature of the relationship with the Voluntary Sector to enable the service to be more effective in responding to the contemporary youth work agenda. The Youth Service has increased the level of grant money it makes available but the County Youth Officer no longer attends the many meetings and takes a less active role in operations.

The County Management Group, is made up of the County Youth Officer, 2 Operations Managers, a Training and Curriculum Support Manager and a Business Administration Manager.

All managers are on Soulbury scales to reflect the strategic importance of their role. Currently the Senior Management Team on the Isle of Wight are paid on JNC 3a.

All Senior Area Youth Workers and Senior Youth Workers are paid on JNC 3C, currently Senior Youth Workers on the Isle of Wight are on JNC 2a.

Youth Work staff are employed on a JNC Level and hours basis, therefore the terminology Full time and Part time is not used, this breaks down barriers between staff and places more value on those staff working face to face. There is a policy of employing staff for substantial part time posts helping to ensure consistency but also taking away the burden of some of the administration and management from the Senior Youth Workers and addressing the issues of recruitment and retention.

The post of an external Fundraiser was introduced to the County Management Group and has successfully attracted funding of over a million pounds, this has significantly impacted on the whole organisation, the work they are doing and the quality at which they are doing it. It was recognized that they had reached a stage where it was no longer necessary to seek funding as it has become self-generating. The external funding has not only allowed new work but has also raised the profile of the service; this was part of a longer term strategic plan.

WEST SUSSEX YOUTH AND COMMUNITY SERVICE

As part of the Isle of Wight Best Value Review, a visit was arranged to West Sussex Youth and Community Service, who received an excellent OFSTED report in December 2000. We spoke in some depth to Martin Tomlinson, a Senior Manager who took us to a One Stop shop in Chichester and a Mobile Youth bus servicing rural areas. Through interviews, discussions and published material, we were able to compare their service provision with that of the Isle of Wight and make recommendations for improvement both in staffing and provision; the following is a brief resumé of this visit.

During the time spent with Martin we discussed a whole range of issues affecting the service including management responsibilities, staffing, structure, funding, recruitment and training, school, centre based and mobile youth work.

At the Chichester young person's information shop we discussed the particular aspects that the young people found most useful – these were the generous

staffing ratios and opening times the facility was open, as well as the host of information and support available.

Our visit to a mobile unit gave a contrast to the provision we currently operate on the Isle of Wight, their bus was really a mini youth and community centre, including information, leaflets, games, TV/video and music, etc.

15.6 YOUTH AND COMMUNITY CENTRE MANAGEMENT COMMITTEE CONSULTATION

Members of the Best Value Project Team invited Management Committee Chairs and/or their representatives to attend a meeting to gain an insight into how they saw the Youth and Community Service generally and more specifically their role as 'managers'.

They saw their primary functions to be to:

- Support the work of the Centre and Youth Workers
- Discuss, control and be accountable for finances and the Centre as a whole
- Be an objective 'sounding board'
- Be the catalyst within the community
- Make decisions in support of the Centre
- Access funding and fundraising.

Management Committees could be more successful and involve more young people (constitution states it: "shall consist of not more than 16 persons comprising an equal number of adult members and club members") if the meetings were less formal, involved less jargon and were shorter and to the point and were generally more young person friendly. Youth workers who related particularly well with the 'empowered members group' need to support young people through this process.

Managers generally felt that the image of the Youth and Community Service needs to be improved through quality Public Relations in order to inform agencies, users and the public of the scope of the Service.

It was recommended, in order to attract more sessional paid staff, in both quality and quantity, that the existing lower age limit of 21 years be lowered to 18 years. It was felt younger personnel would have more in common with the young people with whom we work.

Management Committees, whilst recognising the need to work primarily with the 13-19 years age group, supported the view that provision for middle school aged pupils should be offered, but must be specific and complement the provision offered to high school aged young people.

15.7 RECOMMENDATIONS

- Redirect two Management Posts to Quality Assurance and Curriculum Development and review and revise existing Management Posts to meet strategic objectives. This will enable the Youth and Community Service to maintain focus, update and respond to national and local initiatives, thereby ensuring consistency of delivery across the service.
- Redefine the target age range to 13-19 years age group, but consider limited provision for Year 8 young people.
- Look at the role and involvement of young people on management committees, West Sussex, for example, have gained 'charitable status' as a means to access further funding.
- A review is undertaken of the role and responsibilities of Management Committees.
- To lower the minimum age to 18 years for youth work paid staff.

16.0 RECRUITMENT AND RETENTION OF STAFF

On 1 December 2001 a 'headcount' survey was conducted by the JNC. The headcount showed vacant posts which represented 12% of the workforce! During the previous year there have been a further 16 new staff which represent over 17% of the workforce. The continuous process of recruiting part time staff to vacancies drains the Youth and Community Service in terms of staff time and resources. The impact of the recruitment problem is shown in a lack of continuity in youth work delivery, fractionalised staff teams and decreasing levels of morale and motivation for those staff responsible for recruitment and retention. This also reflects on the Services' inability to deliver a consistent service to young people and maintain adequate staffing levels for supervision and safety.

In the last four years full time staff vacancies have occurred for: Senior Youth and Community Worker based at Ryde twice, Street Youth Work Manager twice, Senior Youth and Community Worker (MY-I) twice, Training and Development Officer twice and Youth Empowerment Worker, a total of 14 applicants were received for all of the posts with 11 attending for interview! The Ryde post needed to be advertised three times and as a consequence the post remained vacant for over a year, having a significant adverse effect on the Ryde staff team and youth work delivery in the area. A vacancy currently exists for the Senior Youth and Community Worker based at Ventnor.

All of these posts were advertised on Joint Negotiating Committee (JNC) Scales JNC 2 points 1-9 (£16,548 – £22,179) and JNC 3 points 1-4 (£23,589 – £25,692), however the Island has traditionally paid at the lower end of these scales. In the current climate of crisis in the number of nationally qualified youth workers we are therefore not competing in the employment market. The Island is viewed as being part of the 'rich South East' with high costs of living and with the added economic factor of travelling to and from the mainland. Even with a relocation allowance of £1,500 available for the successful applicant, this is not a big enough incentive, and as employers we are at a disadvantage to our neighbours.

In 2001, two reports, the Recruitment and Retention of Part Time Youth Work Staff: The National Picture and South East Youth Partnership Recruitment Audit 2001, were produced by Youth Service colleagues from the South East Region. The full reports can be found at Appendix 40 and 41 respectively. Forty-seven Youth Services took part in the survey and highlights of the National Picture show:

- 94% of respondents in England experience problems recruiting part time staff
- 34% found qualified and experienced men difficult to recruit
- Low pay was the most frequently cited reason for recruitment difficulties and
- that it is difficult to recruit in areas of low unemployment
- 40% said they felt they were not recruiting the right calibre of staff and a further 20% identified a mixture of good and poor quality staff

From the South East Youth Partnership Audit it was concluded:

- “The current cost of recruitment is high. When combined with the low number of applicants for each post and the number of times no appointment was made it does suggest that enhanced benefit for staff would be more cost effective in the long run than continuing with current advertising costs
- On the basis of the limited replies from authorities and qualifying courses. The number of students who are qualifying, and are willing to work in the South East are not sufficient to fill the current vacancies.
- Although there is no direct evidence it is likely that established workers who are currently employed in other regions will have similar concerns regarding housing costs and the cost of living in the South East. It is likely that this will restrict the number of applicants to the region.
- The low level of returns would indicate that any further research will need a considerable time input in order to facilitate a higher level of returns.
- The profile of student leavers who are looking for work in the South East indicates that: -
 - 32 students would definitely apply for youth and community work posts in the South East
 - Of these 24 would be female and 8 would be male
 - These 32 students would be much more interested in applying for project based work, community work/community development or school-based work than they would be in the centre based work or detached work.The breakdown is not available on the ethnicity of these 32 students.
- Training bodies, on average, do not appear to be recruiting from a particularly strong field and there has been a small move by both qualifying institutions and by students towards part time and distance leaning routes at the expense of more traditional methods.
- There is no clear data that allows the type of posts that students expressed a preference for to be compared with the type of posts that are actually available”.

16.1 PART TIME YOUTH AND COMMUNITY WORKERS PAY SCALES

Part time Youth and Community Workers are paid on nationally agreed rates, currently for one session.

- Unqualified £1,136 - £1,184 – one increment
- Qualified £1,136 - £1,279 – three increments

Part time Youth and Community Workers in-Charge

- Unqualified £1,167 - £1,231 one increment
- Qualified £1,167 - £1,730 8 increments

The base part time Youth and Community Worker rate equates to £5.90 per hour. The top base part time Youth and Community Worker rate for an un-qualified person equates to £6.15 per hour. The base part time youth worker unqualified worker in charge rate equates to £6.06 per hour. The top part time youth worker qualified worker in charge rate equates to £8.85 per hour.

For shelf stacking in a local supermarket it is understood the day rate is approximately £5.00 per hour and for night work this rises to £9.00 per hour. The levels of responsibility do not compare!

A full copy of the JNC salaries and grading matrix is at Appendix 42

Staff leave the service for genuine reasons; moving off the Island, changes in domestic circumstances or simply time to move on!

16.2 RECOMMENDATIONS

- Contrast and review Youth and Community Staff pay scales.
- Review methods of advertising and recruitment.

17.0 THE DUKE OF EDINBURGH'S AWARD

During the period of the Best Value Review the Duke of Edinburgh's Award began a programme of re-issuing operating authorities licences, as the Youth and Community Service operate the Award on behalf of the authority it was an opportunity for the Service to be 'challenged' and include this process as a part of the Best Value Review. The process which was spread over 10/11 July 2002 was undertaken by the Duke of Edinburgh's Award South East Regional Officer and included meeting young people as well as leaders of Award Groups, the Duke of Edinburgh's Award Development Worker and the Award Officer for the Island who is the Principal Youth and Community Officer.

The Youth and Community Service has been relicenced to operate the Duke of Edinburgh's Award for a further five years. A number of recommendations were made to improve our Service to individual Award groups. The Management Plan and the Operating Authority Licence Review can be found as Appendices 43 and 44.

17.1 RECOMMENDATIONS

- Establish regular meetings with high school staff operating the Award.
- Prepare a document which outlines the responsibilities of the Operating Authority and Award Groups.
- Develop a volunteering policy.
- Increase involvement in Award Group leaders in the preparation of the Management Plan.
- Establish Duke of Edinburgh's Award (IT) Management Systems (DEAMS).
- Contact Sports organisations to increase Access Organisations.

18.0 COMPARE

18.1 EDUCATION AND TRAINING STANDARDS – CONTINUING PROFESSIONAL DEVELOPMENT IN THE YOUTH AND COMMUNITY SERVICE

In response to concerns expressed over continuing professional development and effective performance of Youth Services the National Youth Agency has recently reviewed 18 Ofsted reports from inspections completed between January 1998 to March 2000. The reports were analysed to identify various strengths and weaknesses in staff training and development within Youth Services.

The Isle of Wight Youth and Community Service Ofsted Inspection (Appendix 25) was completed in September 1997 and therefore has not been included in the NYA review. However, it has been a useful exercise to compare the Isle of Wight Youth and Community Service position with the findings.

Brief summary of findings.

As a small sample was used, numbers rather than percentages are shown.

	Yes	No	Unclear	Isle of Wight position
Satisfactory Service Overall	10	7	1	Yes
Staff Development Policy	11	5	2	Yes
Induction Programme	9	3	6	Yes
Satisfactory supervision Practice	4	14		Yes
All full-time staff qualified	8	9	1	Yes
All part-time staff qualified	1	17		No
Training programme	9	7	2	Yes

See Appendix 45 for complete Education and Training Standards – Continual Professional Development in the Youth Service.

CURRENT PICTURE FOR THE ISLE OF WIGHT YOUTH AND COMMUNITY SERVICE

TRAINING AND DEVELOPMENT

(See Paragraph 54 of Ofsted Report Appendix 25)

Consultation with full time and part time staff and the voluntary sector have shown the training programme to be highly valued, comprehensive and appropriate to the professional needs of the service and individual. To complement the in-house training programme staff are also able to access external training opportunities. The Isle of Wight Youth and Community Service is currently sponsoring two members of staff to complete the HE Diploma in Youth and Community Work at the University of Brighton. The local qualification programme is in the process of being developed alongside the new National Framework for Qualifications in Youth Work in accordance with National Occupational Standards (see Appendix 46).

INDUCTION

The Isle of Wight Youth and Community Service is currently redeveloping its induction process to fit alongside national developments in the qualification framework mentioned above. As a department within the Isle of Wight Council's

Education and Community Development Directorate we subscribe to and deliver the 'Success At Work' Programme and Induction Pack.

SUPERVISION

(Please refer to paragraph 53 of the Ofsted Report Appendix 25)

The supervision and support mechanisms have not changed since the Ofsted Report in 1997, staff should continue to receive regular and recorded line management and supervision. However the service has recognised the need for training and development in this area to ensure consistency and quality standards.

STAFF DEVELOPMENT POLICY

(Please Refer To Paragraph 52 Of The Ofsted Report Appendix 25)

The Staff Development Policy is continually reviewed and updated through the Youth and Community Service Staff Development Policy Monitoring Group. This group meets on a regular basis and informs the Service staff team of changes and developments at monthly staff meetings.

18.2 RECOMMENDATIONS

- Review foundation and induction training for new members of staff.
- In keeping with national standards revise the training programme for part time Youth and Community Workers.
- In Service training to improve the quality of supervision.

18.3 PERFORMANCE INFORMATION AND COMPARISONS WITH NATIONAL & OTHER LOCAL AUTHORITIES

The Youth and Community Service has completed National Youth Agency returns since 1996, and Appendix 47 shows the trends in the Isle of Wight information from 1996 up to 2001.

Appendix 48 shows for 2000-2001 how the Isle of Wight compares with its Ofsted statistical neighbours and with national figures compiled by the National Youth Agency.

All information has been sourced from the National Youth Agency Audit, with returns supplied from 147 Youth Services for 2001.

18.4 MAINSTREAM FUNDING

Over the last 5 years the budget of the Youth and Community Service has increased to £833,000 from £603,000 in line with the overall Education Budget increase, as its percentage 1.30% over the past 4 years has remained fairly constant.

Compared with our Ofsted Statistical Neighbours, York is better funded at 1.36% of Education Budget, which is in turn just below the national upper quartile figure of 1.37%. In 2001-2002 the budget has increased to 1.65% of the total Education Budget however, the data relating to our Statistical Neighbours is not yet available.

Mainstream funding per young person reached has fallen markedly, showing that although funding has increased this has been outstripped by the increases in young people reached.

Nationally, the average Local Authority spends 1.15% of its education budget on Youth Services, which is a decrease on last year and the lowest level recorded in the past five years.

Grant aid funding of the voluntary sector has dipped in 1998-1999 and 1999-2000, however for 2000-2001 it has been restored to 15.6% of Youth Services expenditure. Nationally the Isle of Wight is ranked 21st out of 144, within the upper quartile.

Due to additional funding from capital challenge one off payments the total Youth and Community Service budget exceeded £1million (£1.1m in 1998-1999 and £1.3m in 1999-2000). In 2000-2001 the Youth and Community Service funding from other sources represented 4.2% of the total.

The NYA report of England's Local Authority Youth Services – The Basic Facts 2000-2001 has recently been distributed.

“Youth and Community Service share of education budget, 2000-2001 by number of authorities”

Maximum	3.70%
Upper quartile	1.37%
Isle of Wight	1.30%
Median	1.15%
Lower quartile	0.93%
Minimum	0.53%
Number in dataset	145
No data	4
Total	149

The full report can be found in Appendix 49.

18.5 SPENDING PER HEAD OF POPULATION

In terms of amounts of spend on either 11-25 year olds and 13-19 year olds, the Youth and Community Service has gradually increased over the past five years from £58.09 in 1996 for 13-19 year olds to £79.10 in 2000 for 13-19 year olds. This reflects the increased spending as shown above.

The Isle of Wight is either in or very close to the upper quartile for both population figures and leading our Ofsted neighbours with Shropshire.

Nationally, almost half (67 out of 143) of Local Authority Youth Services spent less in cash terms on their 13-19 youth population in 2000-2001 than they spent in 1996-1997.

18.6 PERCENTAGE OF YOUNG PEOPLE REACHED

In terms of percentage of young people reached the Youth and Community Service has increased its performance markedly over the last two years, in one case more than doubling the 13-19 year olds reached.

The pattern over the previous five years show gradually increased number of young people reached. Over the past two years there have been several new initiatives such as the Mobile Youth Initiatives, Street Youth Work, Operation Columbus and the work undertaken in schools.

Compared with our Ofsted neighbours in 2001, our figures are exceptional and well within the upper quartile nationally. A typical average Local Authority reached 15 percent of its 11-25 population (IW=49%) and 22 percent of its 13-19 population (IW=79%)

The National Youth Agency believes that variations in the collection and interpretation of data at a local level mean these figures should be treated with caution, although the on-going national debate is beginning to have an effect on their accuracy.

18.7 ATTENDANCES

Attendances by both 11-25 year olds and 13-19 year olds have increased over the past five years for the Youth and Community Service. The Youth and Community Service has increased 11-25 attendances by 43% in five years and 13-19 attendances by 38% in five years.

Compared with our Ofsted neighbours we are fairly average, figures were missing for East Riding of Yorkshire and Torbay for 2000-2001.

Early indications of statistical data for 2001-2002 is showing a down turn in contacts and attendances. This is as a result of the vacancy of a full time youth worker at Ryde, the lack of continuity brought about through the turnover of part time staff, premises being in need of modernising and refurbishment to reflect the tastes and needs of 21st Century young people, and the inaccuracy of recording in 2000-2001.

19.0 ANALYSIS OF ISLE OF WIGHT, WEST SUSSEX AND CORNWALL YOUTH SERVICES – FROM OFSTED INSPECTION REPORTS

All three services were shown to be good services with many strengths. In summary, the island was requested to build upon good practice to reach those people who are in need of, but unable to gain access to youth work.

Specific areas for improvement highlighted by Ofsted for the Isle of Wight included:-

19.1 VARIATIONS IN INTERPRETATION OF THE AGE RANGE AND WHICH THE SERVICE IS FOCUSED LEADS TO SOME CONFUSION BETWEEN SPECIFIC SKILLS REQUIRED FOR YOUTH WORK AND THOSE FOR CHILDREN.

WEST SUSSEX PRACTICE

Within 13 to 18 priority age range the following groups are recognised as needing particular attention:-

Young people in rural communities
Those at risk
Transition from school to work or training
Learning disabilities and disabilities

In most cases strategies are developed to ensure that groups are able to gain full access to what is provided. Service managers understand that such groups cannot automatically be expected to become involved with the service without special attention to physical accessibility and curricular relevance. Senior staff have responsibility to oversee some, if not yet all, of these groups.

CORNWALL PRACTICE

Cornwall's youth service is in a period of transition, moving away from a universal approach aimed at all young people towards more targeted work with those who are disadvantaged. The newer strategy has proved very effective.

In addition to established youth club and project work, a good range of alternative strategies, such as detached youth work, the provision of mentoring and counselling services and the network of SHARE advice and information shops are in place to meet the needs of those "hard to reach" young people. These strategies have resulted in good support to individuals, high quality guidance and intensive one to one personal support.

Effective networks, both within the youth service and in conjunction with a variety of relevant partners and agencies, have improved young people's access to provision and increased range of opportunities on offer.

19.2 RECOMMENDATIONS

- A focus on the target age range of 13-19 year olds, as West Sussex and Cornwall have done, could lead to resources being released to cover other areas, some progress has already been achieved through the mobile Youth and Community Service provision.

19.3 RESOURCES ARE NOT SUFFICIENT TO REACH THE MOST DISADVANTAGED YOUNG PEOPLE ON THE ISLAND, IN LARGE DEPRIVED HOUSING ESTATES AND RURAL AREAS.

WEST SUSSEX PRACTICE

The service makes good use of centrally collected socio economic and population data to inform its strategy. Its work on matching resources to need is impressive. The service makes contact with potential as opposed to actual users by means of good networks, which it has established with a range of specialist agencies. Referral between these agencies and youth service is often a two way process. A key strategy for widening participation is through detached projects.

CORNWALL PRACTICE

A survey by the service of over 800 young people has helped assess need. The formation of a research unit has also been a positive step and contributes quite specific information to the planning process. A county wide system records participation rates within individual centres and projects. Although useful these approaches fall short of a coherent and systematic strategy. Given the rapid rate of change and diversification within the youth service, the lack of corporate needs assessment linked to that of the education department has the potential to undermine future progress.

19.4 RECOMMENDATIONS

- The Isle of Wight now needs to draw from existing surveys and population and age statistics in a planned way to deliver services within resources.
- Resources could be more focussed by a strategy aimed at high needs areas as have West Sussex and Cornwall. Any strategy has to take into account key partners and agencies working with young people. This would strengthen the service and possibly its funding as it has in both West Sussex and Cornwall.

19.5 A COMPREHENSIVE, SERVICE WIDE QUALITY ASSURANCE SYSTEM IS NOT YET FULLY DEVELOPED. THE CURRICULUM DOCUMENT IS WELL WRITTEN BUT LACKS GUIDANCE ON MINIMUM STANDARDS, PROGRESSION AND PERFORMANCE INDICATORS.

WEST SUSSEX PRACTICE

The quality policy emphasises the need to provide the highest standards of service to users within the framework of Best Value and to offer “worthwhile, challenging, enjoyable and educational experiences for young people in response to their needs”.

Almost without exception youth workers provided good leadership and demonstrated a sound understanding of the educational principles and values underpinning effective youth work. They also had a clear grasp of the priorities of the service and of their respective roles within the county structure. At a local level, team working was effective, with good planning links between workers across a particular district. Youth workers knew their areas very well, liaised regularly and productively with agencies involved in related work and planned programmes on the basis of research, often carried out with young people themselves. Gaps in provision were also identified by means of the Supported Self-Reviews.

Relationships with young people were always good. Ground rules were well established and high expectations set for behaviour and active involvement. The most effective work was when workers allowed young people to develop freely but keeping a watchful eye on what was happening and intervened when appropriate.

CORNWALL PRACTICE

Within a generally satisfactory overall picture, there were marked variations in the quality of youth work. In better examples, workers had high expectations and set tasks which were challenging, stimulating and matched needs. They operated well as teams, had good knowledge of the young people with whom they worked and made effective use of their relationships to build commitment and involvement. Such examples were seen in club, project and detached work and in counselling programmes. In many such situations the service is supporting the most disadvantaged young people, with whom staff work patiently and sensitively. Effective work with appropriate agencies assists this process.

The “services to individuals programme” forms part of the overall pattern of provision in Cornwall. Encompassing advice, guidance, counselling and mentoring, it enables the service to intervene and support young people at critical points in their lives. This policy has also helped to improve the skills of staff in those particular areas as well as in more general youth work programmes.

In summary, the Isle of Wight Youth and Community Service compares very favourable with its Ofsted statistical neighbours and together with West Sussex and Cornwall, but can learn from the practice of these two leading youth services.

19.6 RECOMMENDATION

- To develop a contemporary curriculum policy which contributes to and reflects the needs of young people and forms the basis of strong quality assurance.

20.0 COMPETE

20.1 COOPERS AND LYBRAND REPORT

In 1991 Coopers & Lybrand reported to the Department for Education and Employment (DfEE) then Department for Education and Science (DES) 'Managing the Youth Service in the 1990's'. In their report they state "It is possible to take the contract funding approach further and move to a fully fledged 'contracting out' or 'open bidding' model of service with competitive tendering between providers". Coopers & Lybrand included "in our opinion, this approach is only likely to be successful in LEA's where a contract funding approach is well established and commands the support of individual clubs and projects. Even then, it may be the case that only parts of the service are suitable for open bidding". Ofsted through their inspection of a number of Youth Services have commented where services have been contracted out.

20.2 BROMLEY OFSTED REPORT

Bromley (Ofsted 1998). Bromley does not provide a Youth Service directly, but contracts three agencies to run a youth service on its behalf (currently one of these is withdrawing from arrangement). "The main and significant disadvantage of this model, as it developed, has been the competition which it has generated between the agencies. This has made networking and sharing of good practice at best difficult, at worst non-existent..... in general, such competition has not been in the interest of the young people of Bromley".

20.3 OTHER OFSTED REPORTS

Ofsted reports on Westminster, Warwickshire and Walsall all indicate that a contracted out service does not work in the best interests of young people, fragmentation, lack of co-ordination leads to frustration and unclear definition and management. The National Youth Agency has reported that the Sheffield Youth Service is now run by a contracted out company which combined the Youth and Careers Services. Cumbria Youth Service is now within Connexions and it is believed Wigan, Cambridgeshire and Warrington are also investigating this possibility. This is something the NYA is not recommending. (See Appendix 50). Outsourcing/Contracting/Privatising Youth Services – different methods of delivering local youth services.

20.4 RECOMMENDATION

- It is important the Youth and Community Service retains its own identity and its unique voluntary relationship with young people at the same time working in partnership with other providers to meet local and national objectives. The Service needs to build on its existing partnerships and to develop a more strategic and targeted approach whilst retaining its universality.