

**LEEDS YOUTH SERVICE OFSTED ACTION PLAN**

<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
Ensure that young people are involved in the planning, implementation and evaluation of youth work sessions.	1. To increase feedback through more consistent use of existing "Young People's Talkback" sheets.	<p>Anecdotal evidence indicates that Talkback Sheets have been used more consistently by youth workers since the Ofsted inspection.</p> <p>In order to confirm that this is the case, an additional point regarding youth engagement has been added to the proforma which is completed by Senior Management Team members when they visit youth work programmes. The results from the January 2006 to March 2006 period will be assessed in April.</p>	Report sheets completed by Senior Managers have generally indicated good levels of feedback from young people.
	2. To involve young people in Quality Assurance processes designed to plan and evaluate youth work programmes.	<p>The Service's Quality Assurance systems do include appropriate processes. Senior management visits to programmes throughout 2005 evidenced good levels of involving young people in programme planning and acceptable levels of involving them in delivery and evaluation.</p> <p>Similar to 1 above, a structured analysis is scheduled for April 2006 based on the results recorded for visits in January to March period.</p>	<p>Youth Service SMT has agreed a process for including young people in quality assurance visits to youth work practice. A pilot programme has been established for November 2006 involving members of Leeds Youth Council.</p> <p>The Senior Officer for Quality and Performance Management is holding a briefing session on this matter for the Service Managers Group on 9<sup>th</sup> November.</p> <p>The Service has signed up to the</p>

			Leeds Charter for Participation by Children and Young People. Managers have been trained on the use of a "Participation Evaluation Toolkit" and its application is currently being cascaded throughout the Service.
<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
Involve young people in decision making and in the management and quality assurance of the Service.	3. To carry out a user survey on an annual basis.	Youth Service Senior Management Team agreed a process in November 2005. Details were worked up in early 2006 and the user survey will be released in mid March. The survey will involve questionnaires to be completed by young people attending Service provision and via focus groups. The whole process will be completed by early April.	There were delays in releasing the user survey. However, service users have been completing the survey during the past two months. The process will be completed by the end of October and the Service is confident of obtaining 1,000 returns to collate.  During 2007/08 the Service will undertake a further user survey with young people but will also seek to undertake a survey of parents and partner organisations.
	4. To involve young people in developing a Service Pledge and in assessing Service effectiveness a peer inspection framework.	A conscious decision was taken early in 2005 to delay preparation of a service pledge in recognition that the imminent release of Youth Matters would supercede the action. The second version of Youth Matters was released in March 2006. The required broader youth offer produced ultimately by the Children's Trust will need to include a youth work element. The Youth Service is proactive in this matter. The return to the Youth Service	The Youth Service has played the leading role at six Children Leeds Open Forums during October exploring and consulting about the development of the youth offer. This is within the wider context of the universal offer under the umbrella of Children Leeds.

		<p>of a lead role for Leeds Youth Council will be of considerable assistance.</p> <p>Involving young people in a peer inspection role, per se, within the Youth Service has not progressed sufficiently and needs to be prioritised within the 2006/07 Service Plan.</p> <p>The Youth Council however now has relevant experience and achievements upon which the Youth Service can draw. For example, preparation of a manifesto, peer inspection role in Ofsted inspection week, and the Young People's Scrutiny Forum inquiry into fair trade in Leeds schools.</p>	
<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
	<p>5. To further develop the role of Leeds Youth Council by:-</p> <ul style="list-style-type: none"> <li>▪ Increasing its membership in 2005.</li> </ul>	The Youth Council's membership rose from 65 in 2004 to 78 in 2005.	Unfortunately the number of young people elected in 2006 has fallen to 64. This is despite strenuous efforts by Youth Service staff to encourage school participation.
	<p>6. Obtaining clarity within LCC about structural methods of giving young people voice and influence</p>	Executive Board has agreed that the Council and Children's Trust should adhere to the standards set out in "Hear By Right". Departments and Services, including the Youth Service, have adopted the "Leeds Charter for	Children Leeds has adopted a unique and innovative approach whereby a democratic model through Leeds Youth Council is complemented by a partnership model through ROAR (Reach Out and Reconnect).

		<p>Participation of Children and Young People”.</p> <p>As part of establishing arrangements for the Children’s Trust a framework for youth participation and decision-making processes is currently being prepared. The Youth Council, located within Youth Service, is to provide the democratic aspect within the emerging model.</p>	<p>Processes are still being developed within Children Leeds but good progress is being made. Delegation of responsibility to LYC and ROAR regarding distribution of Youth Opportunity Fund and Youth Capital Fund is but one example of progress.</p>
<p>Provide sufficient guidance and resources to support the implementation of the curriculum.</p>	<p>7. To publish the second draft of the curriculum document in order to launch it at the annual staff conference in May 2005.</p>	<p>The first batch of new curriculum documents was released at the Youth Services staff conference in June 2005. Further curriculum packs are being prepared. To date the Service has produced curriculum toolkits relating to Health &amp; Wellbeing, Arts, Culture &amp; Creativity, Personal Development &amp; Citizenship, Education, Employment &amp; Training, Equality &amp; Diversity and detached Youth Work.</p>	<p>The Service is now in the process of developing access for Youth Workers to a comprehensive data base of resources, utilising information from a wide range of sources. Consultation work with colleagues is being undertaken in order to prioritise the development of further Curriculum tool-kits, such as Environmental work, Anti-Racism work, Community Cohesion related work, etc.</p>
<p><b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b></p>	<p><b>PROPOSED ACTIONS</b></p>	<p><b>UPDATES AS AT 31.3.06</b></p>	<p><b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)</p>
	<p>8. To link the curriculum to Quality Assurance, accreditation, service pledge, and training.</p>	<p>Plans are well advanced to reorganise roles of centrally based officers to ensure that the listed functions are better linked than previously.</p>	<p>The Service’s Professional Development Team was established in April 2006, and comprises mini teams relating to, the Learning &amp; Development function, the Quality Assurance &amp; Performance</p>

			<p>Management function (including MIS related issues), Curriculum Development, Accreditation (including involvement of the Service in the development of regionally accredited packages for young people &amp; the delivery of the Duke of Edinburgh at full award level, Campaign for Youth level and Access level), Disability &amp; Integration related development and delivery, LGBTQ (Lesbian, Gay, Bi-sexual, Transgendered and Questioning) development and delivery, and Anti-Racism / Community Cohesion, etc. The team also looks after the production of the Good Newspoints newsletter for Elected Members, along with the Leeds Youth Services Team Talk newsletter, and other publicity and promotional material.</p>
	<p>9. To work towards a shared curriculum framework with the community and voluntary sector.</p>	<p>Leeds Youth Work Partnership organised the June 2005 staff conference which focused on curriculum. The 2006 conference is likely to take the ECM outcomes as a theme, exploring what the five outputs mean for the delivery of youth work on the ground.</p> <p>All youth work providers in Leeds are moving towards use of the 5 Every Child Matters outcomes as a template for curriculum development.</p>	<p>The Leeds Youth Work Partnership continues to develop and grow. The LYWP recently secured funding from Connexions West Yorkshire, along with funding from the Youth Service, in order to commission The Project (W. Yorks. Youth Association) to undertake developmental work on behalf of the LYWP.</p>
<b>OFSTED</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b>

<b>RECOMMENDATIONS THE COUNCIL SHOULD:</b>			(Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
	10. To establish an accreditation strategy linked to curriculum development.	The strategy is in place. The Service's 40 key managers have attended a training workshop on accreditation. The Service is exceeding its 2005/06 accreditation target as set by Best Value Performance Indicators.	The Service now offers a range of accredited programmes to benefit young people including D of E full award, Campaign for Youth and Access, elements of ASDAN in partnership with schools, Youth Train / Open College Network packages, and, as mentioned above, is working closely with other regional Services to develop a regionally accredited programme.
	11. To establish a series of good practice seminars based on key elements of the curriculum.	The June staff conference enabled many examples of good practice to be shared in workshops. This is established as an annual event. The monthly production of "News Points" is much appreciated within the Service as a regular method of sharing good news stories and practice. The 2006/07 Service Plan will also include the organisation of regular good practice seminars.	The new Level 3 qualification course starts in January 2007. Professional practice seminars have been arranged as part of the programme. These seminars are open to all staff employed by Leeds Youth Service and by its voluntary youth organisation partners.
	12. To review and develop the effectiveness of detached youth work as a curriculum delivery method.	An experienced officer worked full time on this for the 6 months in view of its importance. A full review was completed with resultant follow up actions including:- <ul style="list-style-type: none"> <li>▪ detached youth work training provided to nearly 200 staff</li> <li>▪ establishment of a detached work staff forum</li> </ul>	In partnership with a number of Area Committees the Service is now running mobile provision in a number of areas in the City, alongside mobile provision that is being delivered by the Out of Schools Activities Team (OSA).

		<ul style="list-style-type: none"> <li>▪ release of guidelines for effective detached youth work</li> </ul> <p>The review of detached youth work has been linked to the provision of mobile youth worth facilities. This has enabled the Service to clarify and progress appropriate provision.</p>	
<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
Take steps to ensure that staff are appropriately qualified.	13. To provide Initial Professional Qualification training for part time youth workers.	<p>3 cohorts have embarked on the "Initial Professional Qualification" course. Assimilating evidence for NVQ assessment processes has proved to be far more demanding than anticipated for course participants, for training team members, and for NVQ assessors. As a result, all course participants still have some work to complete.</p> <p>In order to ensure maximum completion as soon as possible the Services' training officer will keep a close overview of the process. All current students will receive further support in order to meet the target of 50% completion rate by May 06, with the remaining 50% targeted to complete by July 06</p>	<p>In order to further support the professionalisation of the Service, we have established an alternative route to qualification for staff of Leeds Youth Services. The new programme is no less exacting than the NVQ, but has the added virtue of being time limited rather than open ended as was the case with the NVQ. Twenty-four Youth Workers have very recently started to undertake modules of the VRQ (Vocationally Related Qualification) level two programme, ("Introduction to Youth Work") as a prelude to undertaking the VRQ level 3, which will begin in January 2007.</p> <p>The Service is also working closely with Leeds Metropolitan University. The background here is that by 2010 the baseline professional qualification for Youth Workers will be at degree level, currently this is</p>

			<p>at Diploma in Higher Education level (Dip HE). From a practical point of view this means that the current part-time Dip. HE programme lasting 3 years, will become a degree programme (part-time) lasting 5 years. In order to avoid the additional expense and time that this will incur, we are working with the University to dovetail our VRQ level 3 with the degree programme. This will mean that staff of Leeds Youth Services who have undertaken the VRQ level 3 will only be required to undertake the last three years of the degree programme. Whilst this work is at an early stage, such a development would constitute a major innovation for the Authority.</p>
<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
	14. To prioritise Service resources to enable sufficient training opportunities for all staff.	Service budgets were reorganised for 2005/06 in order to increase the priority to training. The loss of external funding, through Transforming Youth Work Programme Improvement Fund, as from 1/4/06 is a setback though.	No further update.
	15. To establish a comprehensive Training and Workforce Development Strategy.	The Service's 2006/07 Training Plan is due to be approved by Senior Management Team in early April.	The Service Learning & Development Plan has been circulated to staff and placed on the Youth Service section of the Intranet.

Improve opportunities for local voluntary groups and community organisations to influence service priorities,	16. To include voluntary organisations in the various curriculum working groups.	Voluntary youth work organisations are fully involved in curriculum working groups and developments.	No further update.
	17. To establish "Leeds Youth Work Partnership" as a formal arrangement for joint strategic planning and delivery of services.	Leeds Youth Work Partnership is established. Terms of reference are in place. There is on going partnership work related to service planning, quality assurance, and curriculum development.	No further update.
	18. To increase significantly the Service's proportion of resources invested in community and voluntary organisations.	The Service is working towards a full commissioning model, as part of the Childrens Trust, for 2007/08 onwards. In the interim period 8 new contracts have been awarded to voluntary youth work organisation in 2005/06 for the delivery of specified youth work outcomes.	The increased 2005/06 level of commissioning has been slightly increased in 2006/07. A total of £611,234 has been commissioned already this year.  An improved commissioning process is being introduced for 2007/08.
<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
Ensure that sufficient attention is given to quality assurance and performance management.	19. To continue the support of fieldwork and administrative staff in relation to management information data gathering and processing.	The operation of "Youth Base" has been a headache nationally and in Leeds. The Service has nonetheless managed to produce reach figures on a ward by ward basis. The 2005/06 target had been exceeded at the end of quarter three.  Options for a replacement to Youth	Despite the problems associated with Youth Base, the Service has been able to extract performance information from it. As at 30/9/06 the "reach" achievement, for example, is recorded at 12,473 against a full year target of 15,515. This is an under reporting situation.

		Base have been explored and a Service decision is very imminent.	The Service is currently in negotiation with two potential suppliers of a new MIS system in order to introduce a much better system from 1/4/07.
	20. To carry out an annual review of the Quality Assurance framework.	Revisions to the Quality Assurance framework will be introduced in 2006/07 as a result of this year's review.	A re-developed QA system, based upon the regional RQAN (Regional Quality Assurance Network) model, is in the process of being rolled out.
	21. To continue to engage with the Regional Quality Assurance Network, including the peer observation carousel with other Youth Services in the region.	The Service has been fully involved.	No further update.
	22. To set up peer observation systems as part of Quality Assurance framework.	This is still to happen but will be included in work programmes for 2006/07.	see Section 2.
	23 To increase the number of observation visits to youth work provision by senior managers of the Service.	Each member of Youth Service Senior Management Team had a target of 50 visits to youth work programmes in 2005. Not everyone met the target but the strategy has clearly increased significantly the number of visits made in comparison to previous years. The target has been set again for 2006.	Progress to be reviewed as at 31/12/06.
<b>OFSTED RECOMMENDATIONS THE COUNCIL SHOULD:</b>	<b>PROPOSED ACTIONS</b>	<b>UPDATES AS AT 31.3.06</b>	<b>UPDATES AS AT 17.10.06</b> (Updated information provided only where there are significant developments and/or changes to the 31/3/06 position)
	24. To use financial	Monthly financial management reports	In 2005/06 the Service's budget,

	<p>management reports alongside Youth Base returns in order to ensure best use of resources.</p>	<p>have been produced 2004/05 and 2005/06 for all areas and projects. In 2004/05 the Service's actual variance from budget was £1,000 out of a budget, including external funding, of nearly £10,000,000.</p>	<p>excluding external funding, was £9,099,000. An underspend of £143,000 was recorded. As at the end of September the Service is projecting an overspend in 2006/07 of £13,000.</p>
--	--------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------