



<u>Committee and Date</u>	<u>Item</u>	<u>Paper</u>
Cabinet Date: 30 January 2008 Time: 10:00	<b>8</b> Public	<b>D</b>

## **CHILDREN AND YOUNG PEOPLE'S SERVICES POSITION STATEMENT 2007: ENHANCED YOUTH INSPECTION**

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### **Purpose**

The position statement attached at Appendix A, is the self assessment for the Enhanced Youth Inspection, which is presented to the cabinet for its endorsement.

### **Recommendations**

Cabinet is asked to endorse the position statement.

### **REPORT**

#### **1. Background**

An Enhanced Youth Inspection (EYI) will take place at the same time as the Joint Area Review (JAR), ie 31 March to 11 April 2008, and will contribute to the outcomes of the JAR.

The EYI will mirror as far as possible, the principles agreed for the JAR. The local position statement provides a means by which Shropshire County Council can self assess and grade its performance in respect of the three key aspects of

- Achievement
- Curriculum and resources
- Leadership and management

It will provide inspectors with a focus for evidence collation during inspection and an opportunity for them to triangulate this position statement with documentary evidence and observations of practice.

The draft content of the provision statement was reviewed at C & YP Scrutiny Panel on 16 January 2008. Amendments have since been made to the presentation and grammar but not the content.

The position statement needs to be with the inspection team by 4<sup>th</sup> February 2008. The document will be provided electronically with links to documents and websites.

The guidance notes are attached for your information, but will be removed before forwarding to the inspection team.

There is a comprehensive briefing pack which provides clear direction about the range of information which should be included.

## 2. Content

The content represents a fair description of the service and has taken into account a number of reviews including those undertaken by young people, senior management and an external consultant.

<b>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</b> Not applicable
<b>Human Rights Act Appraisal</b> Not applicable
<b>Environmental Appraisal</b> Not applicable
<b>Risk Management Appraisal</b> Not applicable
<b>Community / Consultations Appraisal</b> Not applicable
<b>Cabinet Member</b> Cllr Ann Hartley
<b>Local Member</b> All members
<b>Appendices</b> Appendix A – Position Statement:: Enhanced Youth Inspection

Shropshire

Joint area reviews

**Youth work: local position statement**

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## Introduction

1. The local position statement provides a focus for evidence collation. It is a means by which the local area can self-assess and grade its performance in respect of the three key aspects of achievement, curriculum and resources and management which make up the framework for the inspection of local authority youth work.

## Background

2. The enhanced youth inspection will mirror as far as possible, the principles agreed for the joint area review. The youth work element of the joint area review will be fully integrated and, as such, dates for analysis, fieldwork and feedback will coincide:
  - the joint area review is the primary inspection regime
  - the approach will be proportionate and differentiated
  - inspectors will draw from youth work data as far as possible
  - all stages and timings will match those of the joint area review.

## Supporting evidence and documents

3. The local position statement should present evidence which is current and relevant, and which demonstrates impact. It is likely that the specific documentary evidence submitted prior to the analysis stage of the inspection need not extend beyond:
  - a statement on the strategic arrangements to 'secure' youth work and meet the 'sufficient educational leisure time' duty
  - youth work operational plan or equivalent
  - quality assurance evidence
  - curriculum plan
  - staffing structure.
4. The primary source of evidence will be the assertions contained within the local position statement. This document should therefore be evaluative and demonstrate impact. In the case of Section B (performance against the Local Authority Youth Work Inspection Framework 2007) three sides of text will suffice. Services should resist providing a catalogue of activity being undertaken as evidence. Managers will be able to provide more detailed evidence at the analysis stage.

## Submission

- Submission of all documentation should coincide with the milestones of the joint area review.

## Grading

- Local areas are asked to grade themselves using the following four-point scale and descriptors:

Grade	Descriptor
<b>Grade 4: Outstanding. A service that delivers well above minimum requirements for users</b>	A service that delivers well above minimum requirements for young people, is innovative and cost-effective and fully contributes to raising expectations and the achievement of wider outcomes for the community.
<b>Grade 3: Good. A service that consistently delivers above minimum requirements for users</b>	A service that consistently delivers above minimum requirements for young people, has some innovative practice and is increasingly cost-effective while making contributions to wider outcomes for the community.
<b>Grade 2: Adequate. A service that delivers only minimum requirements for users</b>	A service that delivers only minimum requirements for young people, but is not demonstrably cost-effective and does not contribute significantly to wider outcomes for the community.
<b>Grade 1: Inadequate. A service that does not deliver minimum requirements for users.</b>	A service that does not deliver minimum requirements for young people, is not cost-effective and makes little or no contribution to wider outcomes for the community.

## Completing the form

- In completing the local position statement, the aim is to evaluate the impact of actions taken to improve outcomes. Examples chosen may relate to more than one key aspect. It is helpful if the statement is concise, evaluative and referenced to relevant evidence. For example:
  - analyse national and local data but without reiteration and description
  - use bullet points, lists and summary statements wherever possible, and avoid lengthy or repetitive text
  - cross-refer to specific sections of relevant documents rather than repeating the information they include.

<b>PART A</b>	In this section provide brief background information on how youth
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<b>Statement on context and background</b>	work is secured and delivered. Include structure, staffing numbers, budget information, commissioning and partnership arrangements in respect of the local authorities' response to the requirement for access to sufficient educational leisure time activities (and facilities for such activities) which are for the improvement of young people's personal and social development.
<b>PART B Performance against the framework</b>	This should provide a succinct summary evaluation and grade of overall performance in relation to the youth work framework aspects. Please cross-refer to key documentary evidence and performance data. This section should cover no more than three sides of A4.

<b>PART A Background information</b>	
<b>Name of service</b>	<b>Shropshire County Council Youth Service</b>
<b>Name of head of service</b>	<b>Martin Stephens</b>
<b>Address:</b>	<b>Shire Hall, Abbey Foregate, Shrewsbury, SY2 6ND</b>
<b>Telephone:</b>	<b>01743 254488</b>
<b>Email:</b>	<b>martin.stephens@shropshire-cc.gov.uk</b>
<b>Statement on context and background</b>	
<b>SECTION 1 - SERVICE STATEMENT</b>	
<p><b>1. Shropshire Youth Service</b></p> <p>The Youth Service is located within the newly formed (April 2007) Youth Support Division of the Children and Young People's Directorate of the County Council. The priorities for youth work in Shropshire are outlined in the Corporate Plan, The Children and Young People's Plan and the Team Action Plan which is the delivery plan for the service (see <a href="#">d/CYPP</a> and <a href="#">d/TAP</a>). Shropshire is committed to implementing integrated support services for young people and the Youth Service is key to this development. Evidence of Shropshire's commitment to the Youth Offer is detailed in the Integrated Youth Support Planned Ambition which outlines the strategic initiatives taken by Shropshire to deliver the key strands of the youth offer, including the duty to provide 'sufficient educational leisure time activities'. The introduction of integrated management structures is being actively pursued. (see <a href="#">cabinetreport</a> and <a href="#">Youth Offer - Cabinet.pdf</a>).</p> <p>Shropshire is a rural shire county covering 1,235 square miles with a population of around 287,900. Of this population some 26500 are within the 13-19 age range. For further details of the context including population, geography and other statistical information go to <a href="http://www.shropshire.gov.uk/factsfigures.nsf">http://www.shropshire.gov.uk/factsfigures.nsf</a>. The ethnic and community profile is predominantly white, English. Only 1.2% of the population are from black, mixed or ethnic minority groups.</p> <p><b><u>Shropshire County Councils Youth Service Mission</u></b> To provide high quality youth work which values and empowers young people.</p> <p><b><u>Shropshire County Council Youth Service Vision</u></b> To work with young people in a voluntary partnership to create a safe and positive learning environment. Young people are empowered to gain skills, knowledge and understanding which enable them to develop their own potential and participate in both their local communities and wider society.</p> <p>Matters relating to quality are dealt with in the Quality Assurance Guidelines (see <a href="#">d/youthservicequality</a>) and details relating to the curriculum are contained within the Curriculum Framework (see <a href="#">d/youthservicecurriculum</a>).</p>	
<p><b>2. Youth Service Resources</b></p> <p>The service is managed by a senior management team which includes the Principal Youth Officer, Area Managers, a Quality and Curriculum Officer and a Staff Training and</p>	

Development Tutor.

The service is delivered by three geographically based area teams. Each team is managed by an Area Officer and is made up of full time and part time workers and administrative support staff. All staff are required to undertake professional development and be appropriately qualified.

The work is supported by the Participation Team and a range of specialist posts including a DofE Officer, Youth Offender Support, and other staff commissioned to undertake specific activity for example work with young people who are not in education employment and training.

The service employs 19 FTE staff (full time professionally qualified JNC staff, including managers) and 19.6 FTE part time workers (141 staff)

A detailed staffing structure is available on [staffingstructure2008](#).

Resources are allocated to each team based on the 13-19 population, and then to each project based on an analysis of need and the area plan.

### **3. Budget information** (see [NYAreturns](#))

**The financial information for the financial year 2006/7 is as follows;**

Youth Service allocation	£2,069,943
Funding from other sources	£482,593
Gross spend	£2,552,563

Ratio of full time equivalent youth workers to young people 1:685

The annual audit for 2006-2007 placed Shropshire at just below the median for spend on Youth work £76/young person (£73/young person 2005/6). Year on year improvement can be demonstrated.

Whilst below the national average for spend per young person, the service achieved above national targets for both Reach (26%) and Participation (18%).

The net cost of each young person reached was £290.31

Further details of the deployment of financial resources is available on [d/youthservicefinances](#) and [Youth Service comparativeannual spend EYI.xls](#)

### **3. Delivery**

The Youth Service offers a wide and varied programme of social and informal educational opportunities for young people throughout the County. It works with young people aged from 11 to 25 whilst focussing on those aged 13 to 19. Young people are encouraged to be active participants in the planning and implementation of these programmes. In response to the last OFSTED inspection in 2000, a mixed approach has been adopted providing both 'open generic' provision as well as 'targeted' work where this is appropriate. Each Project produces an Annual Plan and these are used to formulate the Area Plans and the Team Action Plan. Details of the deployment of staff and priorities of the service are contained within the Team Action Plan. (see [youthservice/TAP](#)). Details of individual projects and area plans are contained in [d/youthserviceareaplans](#). and [d/youthserviceprojectplans](#)).

There is a strong commitment to equality and diversity, and the service has good

projects addressing the needs of a wide range of young people. This is described further in the Quality of curriculum and resources section.

Take up of provision is monitored to ensure that a wide spread of communities are accessing activities (see [d/projectplans](#)).

Detail of where the service delivers activities is found on [d/youthprovision](#) 07/08. The work takes place in a variety of settings, these include;

**Building based work** – There are seven purpose-built Youth Centres. Five are situated in the market towns of Ludlow, Bridgnorth, Market Drayton, Whitchurch and Oswestry with a further two located in Shrewsbury at Sundorne and Harlescote Grange. There are also ‘demountable’ type youth buildings at Monkmoor in Shrewsbury and Bishops Castle. As well as purpose built centres the service hires village halls or other community facilities to provide places for young people to meet and develop friendships, try out new skills and broaden their learning. All of our own buildings achieve BVPI 156 – accessible buildings/DDA compliant. To see photographs of the buildings go to [d/youthfacilities](#). To see where the buildings are located go to [Shropshire Internet Mapping Service](#).

For details of the service’s capital investment strategy go to [capital rpt Sep 07.doc](#)

**Mobile work** – Four well equipped large mobile youth projects operate in the more remote parts of Shropshire, extending the reach of the service to an additional 17 rural locations delivering services to more than 900 young people, thus helping to reduce the effects of rural isolation.

**Outreach work** – This takes place in various locations including Market Drayton and Bridgnorth, raises the profile of the service, promotes youth activities and improves engagement with non users.

**Detached work** - There are Detached Teams operating in Castlefields, Ditherington, Highley, Oswestry and North Shropshire. These have been deployed, predominantly, to address anti social behaviour, and thus are flexible.

**School work** – Youth Workers across the County use schools as contact points for meeting young people, very often during the lunch time. More structured work also takes place, such as contributing to schools personal and social and health education programmes. The Extended School Service commissions the service to provide activities such as homework clubs at a range of places including Ludlow and Oswestry.

The Service delivers provision in more than 50 locations. The work of the supported voluntary sector increases this figure to 150.

The Service has a full range of guidelines and policies. Hard copies are available.

## **5. Partnership Arrangements**

The service has agreements with a number of partner organisations. The main agreements are with the voluntary sector and the Shropshire Youth Association in particular. This investment in the voluntary sector, at £163,000 for 06/07, is an efficient and effective way of delivering a wider spread of activities across the county. The voluntary sector clubs contribute to the overall targets for the County and offer good value for money.

In addition, the service is commissioned to work on behalf of several Crime and Safety Disorder Partnerships, the Learning and Skills Council and the Youth Offending Service.

Further partnership work is emerging as a result of activities undertaken in developing the youth offer.

The Service is the lead for one strand of the Local Area Agreement (LAA 2) which focuses on improving the number of young people who feel they can influence decisions taken in their area. Taking the lead on Hear by Rights for Shropshire County Council and the Children's Trust, the Youth Service can demonstrate excellent examples of the involvement of young people. There are two young people who are members of the Children's Trust.

The service actively contributes to a number of other LAA and LPSA delivery plans including LAA 1, an initiative to reduce the harmful effects of alcohol misuse amongst young people, LPSA 1, an initiative to reduce level of crime amongst young people, and LPSA 8, an initiative to prevent homelessness amongst young people.

**Date submitted:**

**N/A**

## Part B The youth service framework key aspects

### Standards of young people's achievement and the quality of youth work practice

#### Grade: Good

##### **Achievement.**

The standard of young people's achievement in specialist and more focussed work is rated as good or better by 98% of those young people who attended and responded to the evaluation process. (see [d/sessionevaluations](#)). Recent service reviews have rated 88% of open mixed generic sessions as adequate or better (see [d/peerreviews/march07](#) and [d/peerreviewautumn07](#)). Young people report that they enjoy and achieve more when they are involved in influencing the activities in which they participate. All projects can demonstrate that young people have helped to design the activities, and all sessions are evaluated by young people. The results are used to improve the programme. Feedback from young people shows that the Youth Achievement Awards scheme at Oswestry illustrates good participation and enthusiasm by young people. At Ludlow Youth Centre young people benefit from an integrated approach to service delivery by Connexions Personal Advisers and Youth Workers. As a result young people report they have made significant gains in literacy and numeracy, gained confidence and have been assisted in their preparation for work or training.

Efforts made to improve the service's accreditation outcomes has resulted in improved performance. 618 accredited outcomes were recorded in 2006/7. This was an increase of 235 over the previous year, and improvement in 2007-8 can be demonstrated. To improve accreditation outcomes, we have designed our own DYNAMO! Programme, a flexible training package which includes a senior member training scheme. Alternative curriculum programmes such as XL and the Youth Achievement Award are operated in some schools.

The service is the licensed operator for the Duke of Edinburgh's Award.

The voluntary sector contributes to the achievement outcomes. There are now a wide range of accredited programmes available. Performance is monitored closely and the service can demonstrate year on year improvement. (see <http://www.nya.org.uk/>).

##### **Practice.**

The Service has regular peer, management and external inspection arrangements to ensure standards are maintained. External challenge in March 2006 highlighted that relationships between staff and young people were good or very good in the majority of projects and that open mixed generic sessions were in general well supported. However in some sessions more work was needed to improve the involvement of young people and to increase the take up by young people. An action plan for improvement was implemented (see [d/youthserviceinspectionactionplan](#)) and data has shown an improvement in attendance and young people's involvement. For example the attendance at the open mixed generic session at Centre North East was identified as underperforming in attendance, and has now seen an increase in attendance of 25%. See [d/peerreviewautumn07](#) and [County Performance Monitoring Apr06 - March2007\(final figs\).xls](#). Specialist projects and provision has been highlighted as good practice. This process has shown that staff know young people and the community well. However, there are still areas for improvement including expanding and developing the use of IT. Additional capital recently secured has facilitated the purchase of some additional equipment.

There are excellent opportunities for young people to participate in decision making with the Members of the Youth Parliament (MYP) and the Speak Out (SO) Group regularly consulted by elected members and County Council staff on strategic matters. More than 3000 young people elected Shropshire's MYP's last year. This work demonstrates good practice in engaging with young people including the hard to reach groups. Shropshire's approach to the Youth Opportunity/Youth Capital Fund has been highlighted nationally as best practice in involving young people in the allocation of funds. This has made a significant impact on programme delivery. For the two years of the programme, a total of 9500 young people took part in activities (see [YOF&YCF Mid Year rpt 07-08cumulative.doc](#)) and [MID & End Year Rpt 06 v3.doc](#). Involving young people in the planning, delivery and evaluation of the Service is now a strength, having previously been identified as an area for improvement. Shropshire's APA 2007 concluded that Shropshire County Council's contribution to the ECM outcome Making a Positive Contribution was 'outstanding'.

## Quality of curriculum and resources

**Grade: Good**

### Curriculum.

Internal and external reviews and feedback from young people, including MYPs, indicate that the quality of curriculum and resources is good (see [youthservicecurriculum](#)). A new Curriculum Framework has been introduced which was developed with the full involvement of staff and young people. This provides a basis for the work of the Service and is well used by staff. The links to the Every Child Matters outcomes are clear. Staff use the Quality Assurance Policy to focus their work (see [d/qualityguidelines](#)). Improved programme planning has ensured that there are strong links to the Children and Young People's Directorate, Children's Trust and Corporate priorities and ensures that the curriculum meets the needs of young people.

Although a rural county, with few minority communities the service responds well to issues of diversity, delivering specific sessions for disabled young people, single gender groups and the traveller community. The work being undertaken by the North East Rural Project on a monthly basis with the Traveller community is particularly well regarded by service users. Young people with learning difficulties are well served through specific groups, in general provision, accessing the Youth Opportunity Fund and have regularly contributed to events. The contribution of young people with disabilities is valued with groups often achieving recorded outcomes. The service works with young people from emergent communities predominantly in Eastern Oswestry and Ludlow.

The Service delivers a wide range of projects and regularly ensures that curriculum breadth is sustained (see [SMT Notes 07.07.07.doc](#) and [SMT notes 09.08.07.doc](#) and [SMT Meeting 27 09 07.doc](#) and [SMT notes 11.10.07.doc](#)). Project Plans, Area Plans and the Quality Assurance Guidelines are used to ensure that the balance of the types of provision reflect need. The service has successfully overcome the challenge of providing information and advice to many young people through good partnership work with the Teenage Pregnancy Unit. The Service acts as lead on the CHAT (Confidential Health Advice for Teenagers see [CHAT minimum quality standards - school services.doc](#)) advice and drop in service delivered in schools. This service is well used by young people and its work contributes to the relatively low teenage conception rate in the County.

### Resources

Details of budget and staff deployment are outlined in Section 1. The County Council buildings are of a high quality, all with good DDA access and high standards of health and safety. Inevitably, where it is necessary for the service to ensure that links with dispersed communities are maintained some facilities are rented and the quality is more variable. The service's own centres all have good displays which promote positive messages and illustrate examples of good practice, highlighting Shropshire Children's Trust or corporate priorities such as anti-racism and anti-bullying. The use of mobile buses extends the reach of the service. See section 1. (see [County Performance Monitoring Apr06 - March2007\(final figs\).xls](#)). The vehicles are well used and provide good information and a range of activities for young people.

Staff are well qualified for the roles they undertake. All full time staff are nationally qualified and part time staff are locally qualified or working towards the qualification (see [d/training database for a summary](#)). The investment by the service in staff training is high at 1.4% of total youth service budget (excluding staff costs). Part time staff report

high level of satisfaction with our training courses (See [training and evaluation forms.doc](#)). A franchise agreement with North East Wales Institute (NEWI) is in place and is valued by staff.

Some investment in IT has been made with many centres offering internet access. However further work is still required to expand and develop this area of work. Shropshire is developing its youth website, which is scheduled to go live by April 2008. (see <http://www.shropshireyouth.com/>).

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## Leadership and management

**Grade: Good**

### Leadership

Leadership and management are good. There is a strong focus to the work, with clear leadership and direction. Performance management and quality assurance processes in place. The service has a strong sense of vision and direction in respect of the Integrated Youth Support Service (IYSS) developments and has set out its vision for Shropshire's Youth Offer (see [cabinetreport](#) and [Meeting for Cabinet.doc 30th Oct.doc](#)). The service is ensuring that the voice of young people is used to steer these initiatives. The decision to bring Connexions into a new Youth Support division together with the Youth Service and the Substance Misuse Team ensures that youth developments are high on the agenda. Challenges created by IYSS developments are being managed well with opportunities for development being exploited. There has been increased uptake by young people where services are co-located (see [County Performance Monitoring Apr06 - March2007\(final figs\).xls](#)). A pilot integrated management arrangement is being piloted in the south of the County and will be reviewed in April. The Service is part of the workforce development strategy group which is held as an example of good practice nationally. A hard copy of this is available or see [workforce-strategy-final.pdf](#)).

The local authority establishes clear priorities for the work of the service through the Corporate Plan and the Children and Young Peoples Plan. Priorities are translated into the services own targets in the Team Action Plan. The service is aligned to the wider performance agenda and contributes to the County Council's corporate performance targets using the Performance Plus Management Information System (MIS) (see [d/performanceplus](#)).

All areas of the Annual Performance Assessment (APA) 2007 rated the County Council as "Outstanding". The report states that "The number of youth workers is above the national average, and higher numbers of young people access services from statutory and voluntary youth services." The County Council has continued to sustain its investment in the Youth Service (see [NYA Data collection sheets 2006-07completed for NYA.xls](#) and [Youth Service comparative annual spend EYI.xls](#)). (see [d/corporateplan](#), [d/CYPP](#), and [d/LAA](#)). Which is followed through into the Services own targets and team action plans (see [TAP 0708 v3.doc](#)). (see [d/corporateplan](#), [d/CYPP](#), and [d/LAA](#) (see [TAP 0708 v3.doc](#)).

There is strong political leadership from the Portfolio Holder for C & YPS and the Young People's Champion.

Regular reports are taken to the Children and Young Peoples Services Scrutiny Panel. Young people attend on these occasions. (see Youth Participation and SYA report 18.7.07 )

### Management

At a time of change, staff morale remains high with part-time staff reporting very good levels of support through supervision, training and team meetings (see [d/peerreview](#)). These processes are all part of the Quality Assurance Guidelines (see [d/youthqualityguidelines](#)). There are good links made to the ECM framework and all staff receive regular training updates on current youth work matters and the service has

a training calendar of courses (see [training calendar and cover.doc](#)).

The Service is organised well through the use of individual project plans, termly plans and session plans. Records are kept and reviewed by area managers. Staff development needs are identified through supervision, annual appraisals for professional staff and project plans. Part time staff have a similar arrangement through team meetings. These inform the training opportunities developed by the Staff Development and Training Tutor. The March '07 Review identified that further work needed to be undertaken to embed the involvement of young people in programme planning. This has made good progress with all projects now able to illustrate young people's contribution to this area of work. Managers undertake regular monitoring visits to projects to ensure standards are maintained.

Whilst fit for purpose, the service has continued with an internally developed management information system which is regularly used to drive service development and monitor performance. A traffic light system is used to highlight areas for improvement across the range of benchmarks and targets (see [d/youthservicemis](#)). The use of 'Profile' (the client recording system used by Connexions) is being investigated.