

---

---

**SOUTHWARK YOUTH AND CONNEXIONS SERVICE**

STRATEGIC OBJECTIVES: ACTION PLAN

---

**STRATEGIC OBJECTIVES: ACTION PLAN**

**APPENDIX 2**

<b>YOUTH SERVICE OBJECTIVES:</b>	<ul style="list-style-type: none"> <li>◆ To ensure that all young people have access to an effective, coordinated and integrated universal youth advice, information, guidance and counselling service to support their transition into adulthood;</li> <li>◆ To provide generic centre-based, project-based, detached and outreach youth work programmes to provide for young people’s social and personal learning</li> <li>◆ To develop ways to ensure that young people have a strong voice in the design and delivery of services which impact on them.</li> <li>◆ Work in partnership with other service providers, such as the voluntary sector to achieve the vision</li> </ul>
<b>CONTRIBUTION TO COMMUNITY STRATEGY PRIORITY</b>	<b>TACKLING POVERTY</b>
<b>CONTRIBUTION TO CORPORATE OBJECTIVES</b>	<p>To improve facilities for young people:</p> <ul style="list-style-type: none"> <li>– To provide support for all young people through the provision of the Youth &amp; Connexions Service;</li> <li>– To provide opportunities for the young people to participate in decision making processes.</li> </ul>

<b>ACTIONS</b>	<b>TARGETS</b>	<b>CONTRIBUTORS</b>		<b>PROGRESS</b>
		<b>INTERNAL</b>	<b>EXTERNAL</b>	<b>OUTCOMES / PIS</b>
<p>To provide directly, and/or commission through the voluntary Youth Sector, generic centre-based youth club provision derived from the Youth Work Curriculum Framework.</p>	<p><i>Provide a mixed range of high quality leisure, recreational and educational activities and opportunities to meet the social and personal educational needs of young people aged 11-19 yrs. For example:</i></p> <ul style="list-style-type: none"> <li>- Youth Service to reach up to 25% of young people in the target 13-19 yrs age range by 2005/006: 18% by end of March 2004; 21% by 2005 and 25% by 2006</li> <li>- 60% of young people reached to have undergone personal and social development that results in an accredited outcome</li> </ul>			

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
	<p><i>- Young People's attendance to increase by 50% over the years 2003/004 – 2005/006 (2001/002 figures = 112,000)</i></p> <p><i>Provide opportunities within "neighbourhoods" for young people to get a good start in life, in particular with reference to special needs provision:</i></p> <p><i>- Establish the Fast Forward Youth Centre as the special needs provision.</i></p> <p><i>- Commission through the grant process special needs provision during the easter &amp; summer holidays (Only Connect)</i></p> <p><i>- 2 residential experiences for young people with special needs</i></p> <p><i>- Special needs Personal advisors appointed</i></p>			

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
Working in partnership with other service providers, such as the voluntary youth organisations (VYOs) to achieve the vision	<p><i>Provide a wide diversity of youth clubs and youth activities, including the virtual dimension, within other organisations that meet the needs of young people. For example:</i></p> <p><i>(a) Grants prog. to Voluntary Youth Organisations:</i></p> <ul style="list-style-type: none"> <li><i>- Grant aid priorities and criteria agreed</i></li> <li><i>- Local Youth Service Chairs' Forum established</i></li> <li><i>- Statement of Partnership Agreement agreed by May 2003</i></li> <li><i>- Secondment to Voluntary Youth Organisations (eg. KETRA; Post Box; Dulwich 2000)</i></li> </ul>			

<p>To provide opportunities for young people to participate in the decision making process at the local and Council level</p>	<p><i>To ensure that young people have a voice and will be listened to about services being provided to them and issues affecting them:</i></p> <ul style="list-style-type: none"> <li>- All maintained and voluntary youth clubs to have in place a 'Members/Users Consultative Committee'</li> <li>- Three Area Youth Forum (North, Central and South) meet termly</li> <li>- Annual event that celebrates and recognises young people's social and personal development achievements (Nov 2003)</li> <li>- Young people's participation on the Local Management Committee (LMC) of the Connexions Service</li> <li>- Young People involved in the UK Youth Parliament</li> <li>- Have in place a Youth Charter (Sept 2003)</li> <li>- Borough wide young people's magazine produced quarterly</li> <li>- E-Youth website established</li> <li>- Young People's perception survey undertaken (March 2004)</li> <li>- Achieve 85% or better "satisfactory" rating from young people who use the Service (March 2004)</li> </ul>			
---	--	--	--	--

<b>YOUTH SERVICE OBJECTIVES:</b>	<ul style="list-style-type: none"> <li>◆ To raise the educational attainment level of young people in Southwark, irrespective of their starting point in life, to make learning effective and life enhancing.</li> <li>◆ To raise the awareness, participation and achievement of young people post 16yrs – 19yrs</li> <li>◆ To provide specific employment, education and training opportunities for young people aged 16 – 19yrs, who may have left school with little to no formal qualifications.</li> <li>◆ To ensure that all young people have access to an effective, co-ordinated and integrated universal youth advice, information, guidance and counselling service to support their transition into adulthood.</li> <li>◆ To offer the Duke of Edinburgh’s Award or similar youth achievement awards to all 14 – 19yrs olds</li> </ul>
<b>CONTRIBUTION TO COMMUNITY STRATEGY PRIORITY</b>	<b>RAISING STANDARDS IN OUR SCHOOLS</b>
<b>CONTRIBUTION TO CORPORATE OBJECTIVES</b>	To empower communities through learning: <ul style="list-style-type: none"> <li>– to develop the role of education and training in economic and community regeneration;</li> <li>– to develop the physical, cultural, moral, spiritual and social emotional experiences and understanding of learners through citizenship programmes.</li> </ul>

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
To ensure that all young people have access to an effective, co-ordinated and integrated universal youth advice, information, guidance and counselling service to support their transition into adulthood.	<i>Connexions Service Business Plan in place by April 2003. In particular:</i> <ul style="list-style-type: none"> <li>- To work with LSC, EBA , employers and work based training providers to secure Level 2 provision for young people NEET;</li> <li>- Contribute to the reduction of the under 18 conception rate by 50% (2010) through targeted work in schools for under 16yrs</li> </ul>			

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
	<p><i>- Work with targeted group of young mothers, aged 16 – 19yrs, to enable them to get back into education, employment or training (60% success rate)</i></p> <p><i>- To work with the YOT to provide an appropriate education, employment or training provision to reach at least 50% of those young people supervised.</i></p> <p><i>- To establish link with the new City Academy to establish a 'specialist business/enterprise' access point (March 2004)</i></p> <p><i>Establish internet cafe at youth centres as part of the CAP provision:</i></p> <ul style="list-style-type: none"> <li><i>- Internet café opened at the Bellenden Youth Centre (June 2003)</i></li> <li><i>- Internet café opened at the YC4B (June 2003)</i></li> <li><i>- Karrot programme in place as an 'Access Point' by July 2003</i></li> </ul>			
<p>Maintain current successes of the Duke of Edinburgh Award and Youth Achievement Award programme.</p>	<p><i>Develop accreditation process of young people's achievement and recognise this through an Award Ceremony (Nov 2003)</i></p> <p><i>Increase overall DofE take up by 15%</i></p> <p><i>Increase take up of DofE in the Youth Service by 50%</i></p> <p><i>YAA take up increased by 15%</i></p>			

Transforming youth work- the common planning framework **DRAFT 2: FOR CONSULTATION**

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
To provide specifically for employment, training and education opportunities for young people aged 16 – 19yrs, who may have left school with little to no formal qualifications and who may be at risk of involvement in crime and anti-social activities.	<ul style="list-style-type: none"> <li>- <i>CSLA, NVQ &amp; C&amp;G accredited training programmes in place</i></li> <li>- <i>Junior Leaders prog. established</i></li> <li>- <i>Foundation in Modern Apprenticeship (FMA) placement in place by June 2003</i></li> <li>- <i>Young people into 'businesses' programme established at Damilola Taylor Centre April 2003</i></li> </ul>			
To provide out of school hours learning and behaviour support with particular reference to the co-ordination of provision for summer holiday:	<ul style="list-style-type: none"> <li><i>Summer University programme at Bacon's College; Alleyne School and Bellenden (July – August)</i></li> <li><i>Target 250 young people (Summer Plus)</i></li> <li><i>Reach 3000 young people over the summer</i></li> <li><i>2 wks residential programme in August (16+ prog.)</i></li> </ul>			



<b>YOUTH SERVICE OBJECTIVES:</b>	<ul style="list-style-type: none"> <li>◆ To promote intervention and prevention actions to address the causes of disaffection and exclusions. These include helping young people avoid crime, pregnancies, and achieve qualifications and gain employment;</li> <li>◆ To counter and reduce the offending activity of the minority of young people who engage in serious anti-social and criminal behaviour .</li> </ul>
<b>CONTRIBUTION TO COMMUNITY STRATEGY PRIORITY</b>	<b>CUTTING CRIME AND THE FEAR OF CRIME</b>
<b>CONTRIBUTION TO CORPORATE OBJECTIVES</b>	<p>Reduce youth crime and repeat victimisation of young people:</p> <ul style="list-style-type: none"> <li>- Prevent young people from becoming involved in crime and anti-social behaviour through a range of diversionary activities and educational based projects;</li> <li>- Increase youth provision and facilities, especially at weekends</li> </ul>

<b>ACTIONS</b>	<b>TARGETS</b>	<b>CONTRIBUTORS</b>		<b>PROGRESS</b>
		<b>INTERNAL</b>	<b>EXTERNAL</b>	<b>OUTCOMES / PIS</b>
<p>Provide support to the Youth Justice Plan by providing prevention programmes that address disaffection and exclusion</p>	<p><i>Reduce young people as perpetrators and victims of crime by implementing school and neighbourhood focused interventions as part of the Youth Crime Strategy:</i></p> <p><i>Detached workers established across the 3 Areas:</i>  <i>North (Area 1)</i>  <i>Central (Area 2)</i>  <i>South (Area 3)</i></p> <p><i>- Youth Inclusion Programme as part of NRF in place at 2 targeted schools (i.e. AMR &amp; Kingsdale):</i>  <i>50 most at risk young people targeted</i></p> <p><i>- target resources at supporting young people in care in their transition to independent living</i></p>			

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
Develop in conjunction with voluntary sector/Police and other relevant agencies a drug education programme for the Borough	<p><i>To refer young people with a drug related problem to specialist support and to have in place drugs prevention programme across all youth and community provisions:</i></p> <ul style="list-style-type: none"> <li><i>- Establish the Inreach Team as part of a co-ordinated approach to drugs education across targeted secondary schools</i></li> <li><i>- Outreach health and drugs education at Youth Centres</i></li> <li><i>- Drugs awareness programme delivered across all youth centres (maintained &amp; voluntary)</i></li> <li><i>- Managing drugs related incident policy/guidelines produced by June 2003</i></li> </ul>			

<b>YOUTH SERVICE OBJECTIVES</b>	<ul style="list-style-type: none"> <li>◆ To establish quality assurance systems to meet:                             <ul style="list-style-type: none"> <li>- Ofsted inspection requirements</li> <li>- Council performance priorities</li> </ul> </li> </ul>
<b>CONTRIBUTION TO CORPORATE PRIORITIES:</b>	<b>DRIVING DOWN DEBT:</b>  <b>To reduce the debt owing to the Council</b>

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
All charges owing as a result of lettings, hire of minibus, etc are properly accounted for (i.e. notification of charges to finance officer/CSL).	<p><i>Reduce the level of income owing at year end from 2002/003 level</i></p> <p><i>All debts from previous years recovered or written off</i></p> <p><i>All incomes owing to the Council monitored on quarterly basis</i></p>			

<b>YOUTH SERVICE OBJECTIVES</b>	<ul style="list-style-type: none"> <li>◆ To establish quality assurance systems to meet:                             <ul style="list-style-type: none"> <li>- Ofsted inspection requirements</li> <li>- Council performance priorities</li> </ul> </li> </ul>
<b>CONTRIBUTION TO CORPORATE PRIORITIES</b>	<b>PERFORMANCE MANAGEMENT</b>  To establish a robust, corporate performance management system

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
To provide quarterly monitoring reports on: <ul style="list-style-type: none"> <li>- BVPI 33</li> <li>- NYA standards</li> <li>- PSA target</li> </ul> To ensure all staff are performance appraised in line with corporate scheme	To provide quarterly monitoring reports to Members on BVPI 33 (i.e. spend per head of 13 – 19yrs of the Youth Service age range)  Half yearly and Annual performance appraisals undertaken in Oct 2003 and March 2004 across the maintained Youth Service.  Sickness level within the Service to remain at 2% level (2001/002)			
Develop and have in place a formal Quality Assurance scheme for the Youth Service	Formal QA scheme in place by Sept.2003 (adoption of NYA Management Information system)  Unit Plans and individual Action Plans agreed by May 2003  Develop and have in place the following policies: <ul style="list-style-type: none"> <li>i) International exchanges</li> <li>ii) Adventure/Outdoor education (AEA)</li> <li>iii) Detached/Outreach Work</li> <li>iv) Youth Service Handbook</li> <li>v) Staff Development including Induction and Training programme.</li> </ul>			

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
Meet Ofsted performance standards for the Youth Service and aim to be in the top 25% of performers in London	<p><i>As a minimum:</i></p> <ul style="list-style-type: none"> <li>- 85% of youth work practice satisfactory or better;</li> <li>- 85% of young people's response satisfactory or better</li> </ul> <p><i>By March 2004</i></p>			

<b>YOUTH SERVICE OBJECTIVES</b>	<ul style="list-style-type: none"> <li>◆ To establish quality assurance systems to meet:                             <ul style="list-style-type: none"> <li>- Ofsted inspection requirements</li> <li>- Council performance priorities</li> </ul> </li> </ul>
<b>CONTRIBUTION TO CORPORATE PRIORITIES</b>	<b>CUSTOMER FOCUS</b>  <b>To develop a much stronger and consistent customer focus in front-facing services across the Council</b>

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
All telephones to be answered or responded to within 5 rings.	<i>90% of calls are answered in 5 rings or 15 seconds</i>			
All letters to be responded to within 10 working days.	<i>90% of letter and emails are answered in 10 working days or a reason supplied if this is not possible</i>			
At reception areas all staff are to respond to queries as a matter of urgency.	<i>Public reception points aim to see people within 5 minutes or display waiting times if they are unable to do so.</i>			
All staff to be courteous and polite at all times	<i>Members of staff are polite, courteous, professional and helpful in all contacts with customers.</i>			
To use plain language	<i>Information is provided in a clear and concise way that is easy to understand</i>			

ACTIONS	TARGETS	CONTRIBUTORS		PROGRESS
		INTERNAL	EXTERNAL	OUTCOMES / PIS
To improve speed of handling complaints	<i>Investigate and resolve all types of complaints within 10 working days or give complainants of a reason for the delay</i>			
Opening hours	<i>Core opening hours are 9-5 for the Youth Office, displayed and promoted in service literature etc.</i>			
All staff at reception points are to wear name badges	<i>All staff dealing with the public wear name badges.</i>			

<b>YOUTH SERVICE OBJECTIVES</b>	<ul style="list-style-type: none"> <li>◆ To establish quality assurance systems to meet:                             <ul style="list-style-type: none"> <li>- Ofsted inspection requirements</li> <li>- Council performance priorities</li> </ul> </li> </ul>
<b>CONTRIBUTION TO CORPORATE PRIORITIES</b>	<b>EQUALITIES AND DIVERSITY</b>

<b>ACTIONS</b>	<b>TARGETS</b>	<b>CONTRIBUTORS</b>		<b>PROGRESS</b>
		<b>INTERNAL</b>	<b>EXTERNAL</b>	<b>OUTCOMES / PIS</b>
Under take an audit of the services policies and functions in respect of the corporate Equalities Standard/Scheme	<p><i>Annual Equalities Report (March 2004)</i></p> <p><i>Establish an 'Equalities Task Group' within the Service by Sept 2003</i></p> <p><i>Quarterly reports on:</i></p> <ul style="list-style-type: none"> <li>- <i>staffing</i></li> <li>- <i>participation rate</i></li> <li>- <i>disciplinary</i></li> <li>- <i>- Ensure compliance with the DDA (SENDA) provision by 2005.</i></li> </ul>			



<b>YOUTH SERVICE OBJECTIVES</b>	
<b>CONTRIBUTION TO CORPORATE PRIORITIES</b>	<b>MAKING THE COUNCIL A GREENER ORGANISATION</b>

<b>ACTIONS</b>	<b>TARGETS</b>	<b>CONTRIBUTORS</b>		<b>PROGRESS</b>
		<b>INTERNAL</b>	<b>EXTERNAL</b>	<b>OUTCOMES / PIS</b>