
SOUTHWARK YOUTH AND CONNEXIONS SERVICE

YOUTH SERVICE PLAN: 2003/04

Date: 12th February 2003

YOUTH SERVICE PLAN: 2003/04

ORGANISATIONAL DETAILS

Name of Local Authority: SOUTHWARK

Responsible officer: KARL MURRAY

Contact details: 15 SPA ROAD, LONDON SE16 3QW

Telephone: 020 7525 1530

Fax: 020 7525 3401

Email: karl.murray@southwark.gov.uk

Connexions Partnership: Central London Partnership

Date:

MISSION STATEMENT

To support young people through their teenage years and in their transition to adulthood and working life by improving local opportunities to enjoy life and to develop and learn to their full potential, be challenged and stretched to bring the best out of them to become active citizens who add value to their local community and participate in society, learning and economy.

THE YOUTH SERVICE PLAN: 2003/004

INTRODUCTION

The last 10 years have not been particularly easy for young people. Young people have borne the costs of economic change. Youth services and youth work have often been holding up battered shields over young people, especially the more vulnerable. Translated into day to day practice, this has meant reshaping young people's self expectations about their present, about their accomplishments and seeing them as a resource to be developed. It has meant offering young people visible victories, narratives of success. It has also meant reaching out to educate the imagination through drama and the arts, for example.

In recent times the 'youth question' – as it has become known – has risen to the top of the national agenda, albeit in terms of crime reduction and anti-social behaviour. A number of policies and initiatives have sought to address the concerns about young people while at the same time, provided the drive towards what has become known as the 'Transforming Youth Work' agenda. These have included:

- Cross-departmental arrangements nationally to co-ordinate policy for young people (e.g. the Ministerial Committee for Children and Youth; the Children and Young People's Unit; Connexions Service National Unit).
- New local structures through the Learning and Skills Council for post – 16 education and training (e.g. Learning Partnerships)
- The Connexions Service¹ to support 13 – 19 year olds through information, advice and guidance (i.e. *Working Together: Connexions and the Statutory Youth Service*; June 2002);
- Transforming Youth Work review of the Youth Service (June 2001).
- Special initiatives to prevent and/or handle the consequences of drug misuse, youth crime (i.e. street crime in particular), school exclusion, truancy and non-attendance and teenage pregnancy;
- Preventative initiatives aimed at children and younger teenagers including the Children's Fund.
- The most recent initiatives on behaviour support (i.e. Behaviour Improvement Programme - the BEST team development)

¹ In 1998, the SEU published *Bridging the Gap: new opportunities for 16-18 year olds not in education, employment or training*. This identified that where young people did not stay on at school or college to develop work related skills or have access to work-based training, this set the foundation for their likely permanent exclusion in terms of future income, housing, health, likelihood of early pregnancy and parenthood and potential to enter the criminal justice system. The report recommended a comprehensive and radical review of the curriculum, careers and other support service available to all young people aged 13-19. Following this report, the then DfEE launched the Connexions strategy with four elements:

- flexible curriculum that leads to relevant, sought after qualifications
- ensuring high quality provision in sixth forms, FE colleges and work based learning
- targeting financial support for those in learning
- improving outreach, information advice and support to young people (Connexions Service)

- The revision of the Ofsted framework for inspecting local authority youth services and the development of a framework for inspecting Connexions Partnerships.
- The publication of the 'National Youth Work Standards' (2002)
- The establishment of Paulo, the National Occupational Standards Body for community, youth work and Connexions
- The development of the 14 – 19yrs curriculum framework

Southwark will need to rise to the challenges indicated above – at the national and local level. For the Youth and Connexions Service, this will mean meeting the following overarching challenges:

- a) The development of the Connexions Service
- b) The Transforming Youth work agenda: Resourcing the Youth Service
- c) 14 – 19yrs curriculum development (incl. 14 – 19yrs Action Plan)
- d) Local Strategic Partnership (LSP) (i.e. reducing youth crime; teenage pregnancy; drugs misuse etc)
- e) Area Community Councils

a) The development of the Connexions Service

The interface between the Youth Service and the Connexions Strategy will form the basis of any emerging reshaping of the statutory Youth Service. Regardless of the operational approach to joint working adopted across the Partnerships, the Department for Education and Skills (DfES), in its recent guidelines, "*Working Together: Connexions and the Statutory Youth Service*" (June 2002), provide the following 6 guiding principles governing the relationship between the Connexions Service and the Youth Service:

- youth work practice will continue to be provided by Local Authorities and for them to be more aligned to the Connexions and Transforming Youth Work focus on 13 – 19yrs age range . The Statutory Youth Service (Local Authority) should aim to concentrate not less than 80% of its available youth work resources on 13 – 19yrs. The 80/20 ratio allows for local flexibility, determination and prioritisation whilst acknowledging a resource entitlement for the young people for whom the youth service and youth work skills were primarily designed.
- Ofsted will continue to inspect the Local Authority youth work. In the longer term the expectation is that the inspection frame work for youth work and for Connexions will be closely aligned.
- All 13 – 19yrs youth work and resources planned, managed and delivered as part of a joint working agreement between the Youth Service and the Connexions Partnership underpinned by respective service plans, a written agreement to be reviewed annually and a spirit of true partnership and mutual respect. All future funding through the DfES will be conditional on the Youth Service and the Connexions Partnership demonstrating an active commitment and contribution to shared aims, objectives and targets.
- The Youth Service should continue to support local democratic and participative models for involving young people and to provide a lead role for this across the Local Authority and the Connexions Service.
- Elected members are to have a key role in driving up standards. They are to be represented at both the Partnership Board level and on the local management committee (LMCs).
- A significant numbers of youth workers are to operate as personal advisers. Youth workers already carry out aspects of the personal adviser role in their day

to day work and are ideally placed, given their unique skills and expertise, to deliver the role within the new Connexions Service arrangements.

These principles now provide the guidelines for the development of the Youth Service Plan. Moreover, they now provide an opportunity for a reshaped and refocused youth service to meet the emerging challenges now facing youth work in particular and young people focused services generally. It has long been identified that if the Connexions Strategy is to achieve its highest ambitions for social change through working with young people, then there will need to be a radical re-configuration of local services with and for young people. With respect to the Connexions Service, there is a limit as to how far mere information, advice and guidance can produce changes in individuals, never mind in their peer groups and communities. It is essential that the full range of youth work and personal advisory work is resourced and effectively co-ordinated and deployed. Young people do not only need individual support (vis Connexions Service) but a wide range of opportunities for their development as people and as members of society – not a single service but a comprehensive and coherent support and development service. Such a Service should include provisions for individual support, information, advice, counselling and brokering in relation to all aspects of a young persons life as well as to secure provisions for a range of programmes which provide developmental opportunities. From this analysis an effective Connexions Service will require an effective wider infrastructure of youth support and development services if it is to deal successfully with young people's diverse needs and to resolve the strategic issues identified at the local and national level. A transformed and re-shaped Youth and Connexions Service will enable the:

- ❖ Meeting of national expectations and standards
- ❖ Meeting of Best Value and Ofsted frameworks' requirements
- ❖ The ability to access funding streams effectively
- ❖ The ability to foster research and innovation in services to young people delivery and young people focused services more specifically

b) Transforming Youth Work: resourcing the youth service

Mention has been made above of the 'external drivers' necessitating the need to refocus the role of the Youth Service (see page 3). The guidelines, *Transforming Youth Work* (Sept 2002), makes it clear that the Youth Service Plan must include the role of the voluntary sector and the maintained service and must be planned in conjunction with the Connexions Partnership (also see above). The guidelines indicate that the Plan will present new opportunities for the Youth Service to articulate the value of the provision it makes to the strategic objectives of the local authority, meeting a range of needs, including strategies for reaching the most excluded and alienated young people. In December 2002, the Government published its long awaited guidelines on 'resourcing the youth service'. The document, '*Transforming Youth Work – Resourcing Excellent Youth Service*' (2002), sets out what the Government expects a local authority to provide through its strategic leadership role. In sum, the guidelines sets out the direction regarding:

- ◆ The local authority's duty to provide a youth service;
- ◆ The secretary of states' powers of intervention;
- ◆ A youth service plan agreed by Members following consultation with partners;
- ◆ The contribution the youth service makes to other Government priorities such as tackling anti-social behaviour and crime;
- ◆ A local pledge to young people;

- ◆ National standards of provision
- ◆ Health and safety requirements;
- ◆ Mainstreaming equal opportunities, diversity and community cohesion;
- ◆ Support and investment to voluntary and community based youth work;
- ◆ The youth work curriculum;
- ◆ Targeted provision;
- ◆ Local authority planning and delivery of substantial increases in the resource and activity levels of their youth services; and
- ◆ Clearly designed quality assurance processes.

To support this modernizing agenda, the Government have injected additional resources to secure a 'modernised' youth service which will deliver a consistently high standard of youth work. From 2003/004, for example, the Government has identified a 'Youth and Community' sub-block within the Education Formula Spending (EFS). The formula used ensures that the local authority has sufficient resources to ensure increased investment in the youth service. The Government is keen that when local decisions are made about youth service budgets, they have provided the necessary resources to ensure increased investment in the youth service. They have provided £10m for TYWD in each of the years 2003-04, 2004 – 05 and 2005 – 06; and £8m for SENDA in each of the years 2003 – 04, 2004 – 05 and 2005 – 06² .

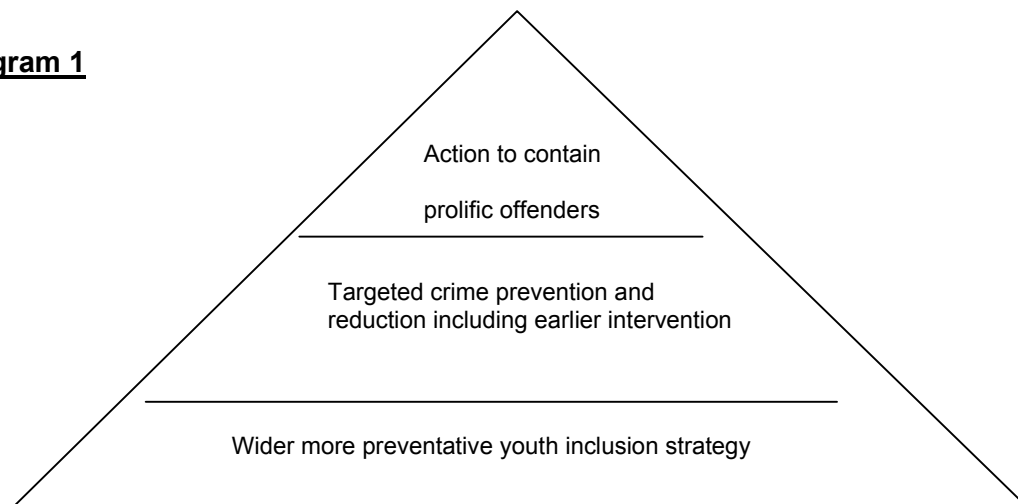
In the face of ever present changes and challenges, the Youth Service need to become more user-focused. Not only this, but given the investment now envisaged, there is an expectation that service is developed, delivered and managed well. The Best Value review of the Youth Service (2000³) made a significant step towards recognising the worth and value of youth work – indeed, we can say the vision pre-empted the Transforming Youth Work agenda. The Best Value also identified some limitations. One of these being the absence of an overarching Youth Strategy within which to locate the Youth Service particularly and youth work more generally. Work has started on developing an overarching 'policy' for Services to Young People which will include a clear role for the Youth and Connexions Service in meeting the needs of young people 13 – 19yrs.

² see resources section for Southwark's breakdown

³ Best Value Review of Youth Service – Vision and Action/Improvement Plan, Report to Ratification Committee, 17th April 2001

A great deal of work under the “*Young People and Crime – a new approach for Southwark*”⁴ strategy has already taken place to link together the work of agencies working with those young people who are responsible for committing criminal offences, or who are at increased risk of committing offences (see Youth Justice Plan). Diagrammatically, this is represented below as Diagram 1.

Diagram 1



The overall strategy will work on three levels:

- ◆ a determined and targeted programme of action, led by the Youth Offending Team (YOT), to counter and reduce the offending activity of the group of young people who are already engaged in serious anti-social and criminal behaviour (whether or not it has yet resulted in convictions). We refer to this group as *prolific young offenders*;
- ◆ a focus on *targeted crime prevention and reduction work with the younger generation* of children most at risk of becoming serious offenders, involving where necessary earlier intervention ; and
- ◆ a *wider preventative strategy of youth inclusion*, led by the Youth and Connexions Service, focusing on improving outcomes for young people at risk of social exclusion (whether or not they are involved in offending) and aiming to provide opportunities and programmes for young people to achieve to their potential.

The wider preventative youth inclusion strategy

For obvious reasons, there has been much work undertaken with respect to the first two tiers of the strategy. However, the targeted crime prevention and reduction work needs to be set in the context of a wider preventative strategy. That wider effort will make a major contribution to crime prevention, for example, by countering the factors that expose young people to the risk either of criminality or victimisation. But it is also intended to make a wider contribution to the betterment of the lives of Southwark's young people, by providing opportunities and activities for all young people at risk of social exclusion to achieve their potential. It is at this much broader preventative tier that the bulk of the work of the Youth and Connexions Service will be located. The Youth Service Plan will meet both the Government expectations for an 'excellent youth service' and the local authority's policy framework by providing the strategic leadership role for the effective delivery of young people services for the 13 – 19yrs age range. (see Appendix 3 for further details)

⁴ the report outlining this approach is obtainable at Town Hall, Community Safety Unit

c) The 14 – 19 curriculum development.

While essentially a framework offering a vision for the transformation of secondary education, The Green Paper, 14 – 19 Extending opportunities, raising standards (March 2002), points to greater diversity of provision; high-quality vocational education; every school and college improving; and every young person able to achieve their potential in education and life. Underpinning the proposal is that every young person should have the chance to be involved in sport, music and the arts, and to play a role in their local community, as well as achieving academically. The 14 – 19 proposal promises to engage those young people who have traditionally been alienated and disaffected from school: the promotion of “education with character” (i.e. in Transforming Youth Work, this is referred to as keeping young people *‘in good shape’*).

Within the Green Paper it is acknowledged that the strategy for developing 14–19 year olds will not succeed if there is an over dependence on the educational needs of the young people. Account must also be taken of their broader needs, as they develop as young people. An integral part of the 14–19 strategy is to recognise the additional pressures on young people, and to put effective arrangements in place to help them if they need support. This means advice and guidance as well as financial and learning opportunities.

Youth workers help young people to reach their full potential by developing an important range of skills which can not always be experienced within the classroom. The skills of the youth workers include the ability to be self-critical; to take on new challenges; to take risks; and to make informed choices. Informal learning opportunities afforded by good-quality youth work can enrich the curriculum for young people and, by supporting their personal development and success away from the mainstream curriculum, accelerate the pace of more formal learning. The Youth Service, both maintained and voluntary, will be expected to play an increasingly important role in developing community cohesion and racial harmony. Critical to this process will be the implementation of the *‘Youth Work Curriculum’* (see page 31 below).

d) The relationship with Local Strategic Partnership (LSP).

In September 1998, the SEU presented an initial report *‘Bringing Britain Together: a national strategy for neighbourhood renewal’*. This discussed how to develop integrated and sustainable approaches to the problems of the worst housing estates, including crime, drugs, unemployment, community breakdown and bad schools. Linked to this, the government announced the first New Deal for Communities (NDC) programme. From the first report, 18 cross cutting Policy Action Teams (PATs) were set up to take forward an intensive programme of policy development.

The proposal is that each local authority area which contains deprived neighbourhoods should establish a Local Strategic Partnership (LSP), facilitated by the Local Authority as part of its democratic and leadership role. A neighbourhood which needs renewal is identified as a Ward, or group of wards which score highly on a number of deprivation indices which result in a significant proportion of the local community experiencing social exclusion. While neighbourhoods could be identified nationally, the recommendation is that this is done locally through the proposed *Local Strategic Partnership*. The LSP will be the overarching strategic ‘partnership’ within the borough, with its role clearly that of an hub, setting the overall framework, goals and priorities within which the other partnerships should work. A key function of the

LSP is to rationalise and co-ordinate the myriad of existing partnerships within the borough . The LSP would link to the Community Planning processes to:

- bring together the core public services at local authority level and involve business, churches, voluntary sector and community representatives
- provide a coherent framework into which local area initiatives could fit, and rationalise the current proliferation of local partnerships
- find out which neighbourhoods need special help using national and local data and knowledge
- agree concrete actions that help services work together and meet community concerns
- link with national, regional and neighbourhood counterparts
- broker agreed changes to services for deprived neighbourhoods

e) The establishment of Community Councils (CCs).

The new administration (May 2002) is committed to setting up Community Councils to bring decision-making closer to the people and enhance community engagement. At its meeting on 22nd October 2002, Members agreed to establish eight community councils as follows:

Areas	Wards
Borough & Bankside Bermondsey Rotherhithe	Cathedrals; Chaucer Grange; Riverside; South Bermondsey Livesey(north OKR); Rotherhithe; Surrey Docks
Walworth Peckham Camberwell	East Walworth; Faraday; Newington Livesey (south OKR); Peckham Brunswick Park; Camberwell Green; South Camberwell
Nunhead & Peckham Rye Dulwich	Nunhead; Peckham Rye; The Lane College; East Dulwich; Village

A key feature of this approach is that greater emphasis will be placed on these eight community councils reflecting local community needs. A key feature will be the extent to which young people's voices are represented across the eight Councils. At Appendix 3 we present the role of the Youth Service in this regards and highlight the specific strategic role we will be playing. For example, strategically the Service will be responsible for:

- ◆ Ensuring joined up working & coherence across the Community Councils on matters relating to young people (Young people's voices)
- ◆ Identify and secure the mix of young people focused provision within the locality, including co-ordination of summer provision
- ◆ Establish youth task groups across Community Councils
- ◆ Establish a mechanism for engaging with young people on concerns within their locality (i.e. Area Youth Forums)

The challenge that now confronts local authority youth services such as Southwark's, is to ensure that all young people, wherever they are growing up, have constructive opportunities to extend their learning and access to support of the highest quality.⁵ The Best Value Review concluded that what is needed is for a balance to be struck between leisure and recreational opportunities and social and life skills opportunities; between policies and practices geared to those deemed 'problematic' and those who require a more gentle and softer touch. In short, to be effective, any services for the young will not be successful if policies, practices and finances are targeted simply on the young people who are perceived to be social problems.

In the Common Planning Framework⁶ (Sept 2002), it was made clear that from 2003/004 Local Authorities will be charged with the production of a 'statutory Youth Service Plan'⁷. This plan is to include the role of the voluntary sector as well as the maintained service and must be planned in conjunction with the Connexions Partnership. The Plan offers the opportunity for the Youth Service to articulate the value of the provision it makes to the strategic objectives of the Local Authority and to the development of the Connexions Service, and to show it meets a range of needs, including strategies for reaching the most excluded and alienated young people. Authorities must consider the years 2003/006, with the main focus on a detailed delivery plan for 2003/004. This Plan conforms to the guidelines established by the DfES with the exception of the Action Plan format, which is based on the Council's corporate framework for action planning and should therefore reflect how the Youth and Connexions Service will interface with the key local priorities established by the Council. This is attached as Appendix 2.

⁵ Appendix 3 provides an at-a-glance overview of how the Youth and Connexions Service will meet the strategic challenges that it now faces. The performance indicators provided reflects the strategic direction and responsibility that the Youth Service now has in leading and delivering an agenda for social and personal development fit for the 21st Century.

⁶ Transforming Youth Work: planning for the Local Authority Youth Service: 2003/004 Guidance, published by DfES, September 2002

⁷ Throughout this document, where reference is made to the Youth Service Plan, we are speaking about the collective delivery of youth work and personal advisory work that are in scope to the Southwark Youth and Connexions Service. This also takes into account the 'partnership' arrangements with the voluntary and independent sector. Where there is a need to make the distinction between the programmes and mode of service delivery, we shall use 'maintained' to refer to the local authority youth service; voluntary youth organisations to refer to the voluntary sector providers and Connexions to refer to the broader connexions agenda (Prospects Connexions will be a specific reference to the connexions contract held by Prospects Careers Company for the delivery of the Universal service within the borough. More detail in the Connexions Development Plan).

STRATEGIC OBJECTIVES

Towards a Youth Support and Development Service: Youth and Connexions Service

An effective, efficient and balanced system for the 'support and development' of young people, alongside formal education is what is required in Southwark. The support element will be secured to some extent, especially in relation to information, advice and guidance, through the Connexions Service. A transformed and re-shaped youth services offers the means to implement the full vision in the Transforming Youth Work report (June 2001) and to the wider policies with regards to young people. It provides a means to ensure that young people of all sorts are prepared to take active roles in local communities and democracy and the development and implementation of services to young people more generally. From the Local Authority perspective, such a 'youth support and development service' will:

- ❖ Include its own direct youth work provision (i.e. the maintained youth service)
- ❖ Work in partnership with the voluntary and independent sector (the voluntary youth organisations)
- ❖ Promote and integrate (where appropriate and relevant) work within other services, to meet the needs of young people and their communities (co-ordination and planning).

Such a 'youth support and development service' approach would provide for:

- ❖ Young people's personal, social and educational development
- ❖ Their voice and influence; and
- ❖ Their inclusion and engagement in society.

As the success of the emerging Connexions Service is clearly dependent on the role of the youth service (and youth work particularly), we have located the delivery of the local authority Connexions Service contract alongside the Youth Service to form a merged service as the base for a '*youth support and development service*' approach. In so doing, provides for a co-ordinated and coherent frame of reference for young people focused services that are not in scope to the more formal school-education system and so avoid duplication and ensure synergy across like services.

Within this reconfiguration, policy development and programme delivery would be governed by the following core principles:

- ❖ **Co-ordination and leadership** – ensuring effective structures are in place to take forward the local agenda and ensure partnerships are developed and to ensure coherence and co-ordination
- ❖ **Policies and programme designed with young people's needs and priorities in mind** – having in place effective mechanisms for listening to young people and for providing an 'entitlement/pledge' to those young people.
- ❖ **Early intervention** – preventative opportunities to dissuade young people from involvement in activities that may lead them into anti-social behaviour which would prevent the development of human and social capital

- ❖ **Continually improving services** (Quality assurance) – assembling and sharing knowledge of ‘what works’ in services for young people, including the spread of good practice, new research and evaluation.

Relationship to national and local Plans

In order for the Youth Service Plan to have any meaning within the broader ‘Transforming Youth Work’ agenda, the Youth Service Plan has had to take account of a number of national and local plans. Appendix 1 list the key plans and provides an at-a-glance representation of the interrelationship between the Youth and Connexions Service, the identified strategic Partnerships and the strategic plans within which there are targets specific to the Youth Service and that of the Connexions Service. The Youth Service will lead on some key aspects of many of these plans and strategies geared to the needs of young people as well as to significantly contribute to the achievements of other services targets (e.g. the Crime and Safety Strategy, the Family Support Strategy, Youth PSA, anti-poverty agenda, tackling unauthorised absences, increasing the staying on rate at post-16 years, health related strategies such as DAAT, sexual health and pregnancy work, equalities and race hate campaign etc). It is worth noting that where, on the diagram we have shown there to be weak links, targets have been set to ensure that the Youth Service is best placed to have an impact on these Plans. At the moment, through the co-ordination of the Summer provision, great strides have been made in strengthening the relationship between the Children’s Fund co-ordination, the police consultative forums and Housing as to the wider support strategy for young people over the summer period. This is a start which we hope to develop and build on in 2003/004.

The Youth Service does not stand alone as though an island immune from corporate imperatives. The Council's priorities, as enshrined in its *Community Strategy*⁸, is of particular relevance. The Youth Service, as with other services in the Council, will need to reflect on how it will address key objectives of the Strategy. In addition, on the basis of what residents, partners, voluntary and community groups have said, the Council has developed a number of key priorities. An overview of the links between the Council priorities and the Youth Service objectives is attached as Appendix 5. For each of these priorities, we have set out a selection of key objectives, with the key targets and actions as necessary for achieving them⁹. This is attached as the Action Plan (Appendix 2).

The Youth Service will work to deliver the following objectives of the *Community Strategy* :

- **Tackling Poverty** – to improve facilities for young people
- **Cutting crime and the fear of crime** – prevent young people from becoming involved in crime and anti-social behaviour through a range of diversionary activities and education based projects for young people

⁸ *A Community Strategy for Southwark: 2003 – 2006*, (Draft version) September 2002, as agreed by the Executive Committee, 8th October 2002. This version replaces the First Community Strategy (2001) and will be going to the 27th November LSP for adoption.

⁹ While this Plan aim to provide as comprehensive a view of actions and objectives relating to the Youth Service’s contribution to all the strategic plans of the Council and nationally, it is not possible. The Action Plan format conforms with the Council’s planning format and ensures that all service areas reflect how they meet the Council priorities.

- **Raising standards in our schools** – to empower communities through learning

Youth Service Mission Statement, aims and objectives

In meeting the needs of young people, the Youth and Connexions Service's Mission is to:

“...support young people through their teenage years and in their transition to adulthood and working life by improving local opportunities to enjoy life and to develop and learn to their full potential, be challenged and stretched to bring the best out of them to become active citizens who add value to their local community and participate in society, learning and economy.”

The Youth and Connexions Service will achieve this aim by leading on, and either directly deliver and/or commission through the voluntary youth sector, services that seek:

- 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. In particular, support will be provided to those young people most in need (e.g. children looked after, young people with disabilities, black and minority ethnic communities).
- To provide for the social educational needs of young people, derived from a curriculum framework, which supports young people's development in citizenship, the arts and in personal and social life skills for 13 – 19 year olds offered in all youth clubs/centres, through residential experiences, peer education and project based opportunities.
- To raise the educational attainment level of all young people in Southwark, irrespective of their starting point in life, to make learning effective and life enhancing.
- To provide generic centre-based, project based, detached and outreach youth work programmes to provide for young people's social and personal learning.
- To provide out of school hours learning and behaviour support, with particular reference to the co-ordination of provision for 'summer' holiday (i.e. Summer Plus, 16+ Activities and Summer University programmes).
- To raise awareness, participation and achievement of young people post 16 – 19yrs.
- To provide specific employment, training and education opportunities for young people aged 16 - 19years, who may have left school with little to no formal qualifications and who may be at risk of involvement crime and anti-social activities, with particular reference to the 14 – 19 curriculum framework.
- To promote intervention and prevention actions to address the causes of disaffection and exclusions (i.e. these include helping young people avoid crime, live healthily, including avoiding drug and alcohol misuse and teenage pregnancies, and achieve qualifications and gain employment).

- To develop ways to ensure that young people have a strong voice in the design and delivery of services which impact on them.
- To recognise and celebrate the achievements of young people and their contribution to the well being of the community.
- To establish Quality Assurance systems to meet the Ofsted inspection requirements and so ensure that the Youth Service and the Connexions Service is providing a quality service

The Youth and Connexions Service Targets

The success of the Service will be measured by the achievement of the following targets: 2003 - 2006

National targets

(a) Tackling Poverty

1. Youth Service to reach up to 25% of young people in the target 13 – 19yrs age range (currently 12%) by 2005/006. In 2003/004 this will be 18%; 2004/005: 21% 2005/006: 25%
2. Of the 25% reached in the 13 – 19 target population, 60% to undergo personal and social development which results in an accredited outcome
3. To achieve 85% or better satisfactory rating from young people engaged with the Youth Service
4. To have in place a Youth Charter developed by young people
5. The Youth and Connexions Service will conduct a survey of young people's perception, views and needs every year.
6. To have in place a robust management information system (MIS) in line with the Ofsted quality assurance framework by 2005

(b) Raising Standards in our Schools

7. To work very closely with the LSC, EBA, employers and work based training providers to ensure that disaffected young people, aged 16 – 19yrs, have access to and be able to achieve to the best of their ability in the labour market, by increasing the number of young people achieving a qualification equivalent to NVQ level 2 through the Youth Service.
8. To contribute to the reduction of the under 18 conception rate by 50% (2010) and establish a downward trend in the conception rate for under 16s
9. To work with a targeted group of young mothers, aged 16 – 19yrs, to enable them to get back into education, employment and training (min. 60% success rate).
10. To refer young people, with a drug related problem, to specialist support and to have in place, through the social education programme, a wider drugs prevention programme across all youth centres in both the voluntary and maintained sector

11. To meet the National Youth Agency's (NYA) minimum standards for promoting young people's social development and personal achievement.

Cutting crime and the fear of crime

12. To work with the Youth Offending Team (YOT) to provide an appropriate education, training and employment provision to reach at least 50% of those young people supervised.

Local targets

(a) Tackling Poverty

1. Providing a mixed range of high quality leisure, recreational and educational activities and opportunities to meet the social and personal education needs of young people aged 11 – 19yrs (core age range 13 – 19yrs)
2. Providing a wide diversity of youth clubs and youth activities, including the virtual dimension, within other organisations, that meet the needs of young people
3. Providing arrangements to secure sufficient outreach and detached youth work to connect with, and sustain contact with, substantial numbers of disengaged young people.
4. Ensuring that young people have a voice and will be listened to about services being provided to them and issues affecting them.
5. Young people's attendance to increase by 50% over the years 2003/004 – 2005/006 (2001/002: 112,000)
6. To achieve an Ofsted equivalent rating on the 'Self-assessment schedule' of 80% or better in 2003/004
7. To have in place an annual event that celebrates and recognise young people's social and personal development achievements
8. To provide a co-ordinated summer programme for young people aged 13 – 19yrs, targeted (250 – 300 young people) and generic (3000 young people)
9. Provide opportunities within neighbourhoods for young people to get a good start in life, in particular with reference to special needs provision
10. To develop a strategic approach to the organisation and delivery of volunteering for young people;
11. To develop/adapt accreditation for young people undertaking volunteering through the Youth and Connexions Service

(b) Raising Standards in our Schools

12. To establish a link with the new City Academy when this is built in 2003 with the intention of this being a 'specialist, business/enterprise' Connexion Access Point

13. Increasing the numbers of secondary schools involved with the Duke of Edinburgh's Award or similar youth achievement awards to all 14 – 25yrs olds from 30% to 90% by 2006
14. To establish placements in the Youth Service to support young people engaged on the Foundation in Modern Apprenticeship (FMA) programme (NVQ 2)

(c) Cutting crime and the fear of crime

15. Reduce young people as perpetrators and victims of crime by implementing school and neighbourhood focused interventions as part of the youth crime strategy

The proposals contained within the Action Plan, attached as Appendix 2, reflect the priorities indicated on page 23 and the actions and activities to be put in place to achieve the targets indicated above.

THE LOCAL CONTEXT

Southwark is the 9th most deprived borough in the country. More than half of children live in poverty, 8% of Southwark's working population is without a job, and a third are dependent on means tested benefits. Many of those in work are in poorly paid, casual employment. We have significant levels of pensioner poverty. On average, men and women are likely to die two years earlier than elsewhere in the country. Black and ethnic minority residents have higher rates of unemployment and ill health than other groups. Crime is well above the national average, and we have high incidents of racist and other hate crimes. Fewer young people leave school with five or more GCSEs than elsewhere. Overall, 14 of our 21 new electoral wards are within the 10% most deprived in the country.

Tackling poverty and deprivation, and improving the quality of life for those living in the borough is not a new challenge. Since the early 1990s, significant effort has been invested to turn round half a century of economic decline, and to eliminate once and for all the entrenched poverty depicted by Charles Dickens and others. This is beginning to have an impact. While focusing on deprivation, there is also the need to celebrate the diversity and creativity within the borough and build on this for the future. Southwark is now a thriving part of central London. Our reputation as a focus for culture, innovation and regeneration has put us on the global map. Managing our successes and its impact on local people is as important for neighbourhood renewal as tackling the poverty and social exclusion which continues to affect so many.

Concerns about the activities of and facilities for young people in the Borough has been given a high priority since the 2000 Southwark Residents' Survey and the Best Value Review (2001). Residents, for instance, have identified "young people hanging around" and lack of facilities for young people as high concerns. In addition, street crime is a major concern for local residents. It rose 23% in the year to March 2001, despite a trend of improvement in the wider crime figures for the Borough. 82% of known street crime offenders, and 32% of victims, in 2000-01 were aged 10 -17. As set out above (i.e. Youth Crime Strategy), the Council with its key partners has already taken vigorous action to tackle youth crime and agreed a programme of action to develop a new policy for young people. There is strong commitment locally to developing an approach which will lead to much better outcomes for young people in Southwark. One of the aims in shaping the Public Sector Agreement (PSA) around the emerging youth policy, was aimed strengthening the coherence of the overall approach. Wrapping it up under the PSA banner creates opportunities to keep up the momentum that has been created, and should make it easier to manage such a broad and varied programme successfully. The PSA mechanism also offers an opportunity to lever in additional resources and seek greater flexibility in the use of the many different budgets which support work with young people. It will also provide opportunities to present positively Southwark's action to improve services for young people. Within the agreed PSA framework, there is a mix of targets. Some imply broad action to improve outcomes for large numbers of young people (for example, boosting participation in a range of youth activities), others focus on relatively small numbers of young people who face multiple disadvantage (for example, the targets which relate to children looked after by the authority) and targets geared to youth crime. In Southwark we have established a number of

demanding outcome targets as part of the youth crime strategy, underpinned by new money particularly from the Neighbourhood Renewal and Children's Funds.

Against this broad back drop, the local authority's Neighbourhood Renewal programme, which is pitched at both borough-wide and neighbourhood level, have identified a number of key themes and interventions that together could significantly contribute to tackling the identified deprivation gap and improving the quality of life in the poorest neighbourhoods. These priorities include working with young people as a key strategic area of concern: "The key to sustainable renewal lies with our children and young people". Too many of our young people leave school with poor levels of qualification. Too many are involved in crime and even more are victims of crime. Southwark has made this a high priority for all the neighbourhoods, reinforcing the work of the borough Youth Policy and the Youth Public Service Agreement. We will continue to review what we do, how successful it is, and what more agencies can do individually and together to make a difference. Increasingly, that work involves a partnership with young people themselves, who have very clear and challenging messages for the agencies working with them. The Youth Service Plan is pivotal to the delivery and achievement of some of the PSA targets (Target 12) and to the Neighbourhood Renewal programme (*Children and Young People objective*).

At a strategic level, the interface will be managed through the myriad of 'Partnerships' that has developed. Mention has been made in an earlier section on the role of the LMC and in Appendix 1, we have indicated where the Youth and Connexions Service has strong links, and Appendix 3 provides a further elaboration of the strategic leadership role for the Youth and Connexions Service. At the moment the Youth and Connexions Service is an integral partner on all the identified 'partnerships'. However, it plays a significant and important role on the Children's and Young People Partnership Board, the Local Management Committee and the Drugs and Alcohol Action Team, the Teenage Pregnancy Partnership and the Neighbourhood Priority Areas Planning forum. With respect to the latter position, the Youth and Connexions Service will lead on the 'Children and young people's' priority as it relates to the needs of the 11 – 19yrs (further details in Appendix 3).

(b) The local youth population and their characteristics

Based on the mid - 2001 population estimates, there are 19,342 young people aged 13-19 years old living in Southwark. This is the largest total of this age range within Central London Partnership. In brief, other pertinent features include the following:

- ❑ 57% of 13-19 year olds are from black and minority ethnic minorities
- ❑ Southwark has the third lowest educational attainment levels of 5 or more GCSEs, A-C (32.1%)
- ❑ Within the Central London Partnership area, Southwark has the highest level of permanent exclusions 0.98% and has the second highest levels of unauthorised attendance 2.2%.
- ❑ Southwark has the second highest rate of young offenders – 32%
- ❑ 18% of the total number of young people in care of Social Services are located in Southwark, which makes it the second highest of the central London Partnership.
- ❑ There are 50% live births to teenage parents compared to their adult counterparts

Based on data covering 2001/002, obtained through the 14-19 Forum, approximately 2150 young people aged 16 - 19 years were catered for in the borough, which represents 80% of the borough's 2629 year 11 leavers. From the current information available, 73% of 16-19 year olds are in education or training, while 23% are not in education or training.

Table 1: Participation in education and training of 16 year olds

2002	Education & training	Full-time education	GST Total	Employer funded training	Other education and training	Not in education or training (NEET)
Southwark	73%	69%	4%	2%	3%	23%
England	86.5%	71.2%	7%*	3%	5.8%	13.5%

(England figures are for 2001 and are courtesy of DFES)

*includes 0.5% full-time education

N = 2,629 16yrs olds (Yr 11)

Based on the LSC 2000 data, of the total number of young people aged 16-19 years in the borough (N = 2,991), 24% are not in education, employment or training. The difference therefore is so small that there is no difference from 2000 to 2002. Given the national position is 13.5%, there is clearly a need in Southwark to prioritise this group of young people in an attempt to reduce the level of young people not in education or training.

However, far from being a community that sees itself as having no hope, many young people in Southwark engage in positive developmental activities, already achieve at high levels and already make a constructive contribution to society. Features of local services affecting young people are:

- ◆ 90% attendance in secondary schools
- ◆ 71% of excluded pupils attending more than 20 hours per week alternative provision
- ◆ 94.5% of pupils achieve one or more GCSEs at grade G or equivalent
- ◆ 69% of pupils aged 16-18 stay on in education or training
- ◆ Many young people take part in a wide range of activities, including a high level of registration for Duke of Edinburgh Awards
- ◆ adventure playgrounds and 26 after-school clubs, a popular Summer University programme catering for 1,400 people aged 11-16
- ◆ All secondary schools have school councils and a Southwark Youth Council has been established.
- ◆ A variety of voluntary and community groups provide a wide range of opportunities and activities for young people.

(c) **Needs analysis and conclusions**

The Mapping Tool used to identify needs in Southwark as part of the Connexions Service roll out identified a number of critical areas of concerns that were not picked up by the Best Value Review process of the Youth Service with regards to young people and their needs¹⁰. Thus:

Youth crime - Youth crime and youth victimisation is a significant concern for local residents and is viewed as contributing to a 10% increase in local residents' fear of crime, despite the fact that, in overall terms, reported crime is reducing. As indicated

¹⁰ I have indicated in parenthesis the Youth Service targets that relate to each of the concerns as to the Youth Service's response to the issues and how they relate to the Youth Service targets.

above, robbery increased by 23% in 2000/2001, as did other offences against the person. Young people under the age of 18 years constitute some 30% of the total number of robbery victims. In 1999/2000, 199 young people were victimised on 3 or more occasions, and there is considerable evidence of the co-location of victims and perpetrators in schools and local housing estates, thereby increasing the possibility of re-victimisation. Profiling work on prolific young offenders suggests repeat victimisation is a factor in young people going on to become repeat offenders. Effective resolution reduces the likelihood of repeat victimisation (**see National Target 7, pp 14 and Local Target 13, pp 15**).

School exclusions - There are well documented links between school exclusion, academic under-achievement, disaffection, crime and social exclusion. Local research suggests that, at any one time, a relatively small cohort of young people is responsible for high levels of crime and intimidation; particularly in the Peckham area. Inter-agency research has also shown that disaffected young people, many of whom have built-up histories of fixed term exclusion from school, are attracted to gang culture and form the nucleus for later generations of gangs as older groups progress into drug and crime related careers. In view of the potentially serious consequences for individuals and their communities of permanent exclusion, we will be giving high priority to minimising the number of such exclusions.

Analysis undertaken within Southwark has revealed that almost all permanent exclusions were precipitated by incidents which took place out of lessons and that the pupils involved often had problems with attendance, poor peer relationships and under-achievement. There are strong grounds to believe that unacceptable behaviours are not being viewed within a multi-agency context and that schools are very often failing to access the services which might assist them to reduce the risk of both permanent and fixed-term exclusions. The Southwark Children's Partnership Board has identified behaviour as a priority area for inter-agency working and it is our hope that the youth support strategy will be a critical platform for innovative individual interventions and models, which will promote inclusive mainstream practice (see next section).

The key to this strategy is supporting inclusive practices within schools through a combination of improving behaviour management practice, targeting individual pupils or vulnerable groups and aligning LEA services (Behaviour Support Team and PRUs) to respond quickly when a pupil's behaviour is putting them, and the school community, at risk (**Local Target 4, pp 15**).

Increase participation in further education and training post-16 - The staying on rate into post 16 education and training in Southwark is low compared to the national average and currently a disproportionate number of Southwark 16/17 years olds are travelling out of borough to access post compulsory education and training.

Whilst it is accepted that many young people are doing well in education, far too many young people lack fair access to educational and training opportunities. In Southwark this has led to almost 33% of the year 11 cohort not taking up a post-16 education or training option. This is particularly the case for those young people who have decided earlier on in secondary education that education is not appropriate to them from year 10 / 11 and after they have left school as well as for those whose have English as an additional language. Through a combination of poverty family/carer conflict lack of family/carer learning commitments many young people at 16 / 17 drop out of the lifelong learning process, risking a life of underachievement and social exclusion.

As evidenced in Table 3 below, the unemployment rate continues to remain well above the national average, with Southwark ranked amongst the worst within Central London. The Learning and Skills Council's (LSC) own data indicates that four of the seven local authorities within the Central London Partnership area – Camden, Islington, Southwark and Lambeth – have an unemployment rate one and a half times the national figure. In addition, Southwark (as well as Islington) has half its population living within the most deprived 10% in the country (**see National Target 4, pp 14**):

Table 3

Southwark	% of wards with double national rate of unemployment	% of population living in wards ranked within the most deprived 10% in the country
	64%	56%

Source: Claimant Count, March 2000 (Nomis, Crown Copyright), Indices of Deprivation, 2000, in Learning & Skills Council, Strategic Development Plan (Consultation), 2001

Young people in care - 60% of all children looked after are aged 11 – 17yrs. Based on the Department of Health's OC2 definition of the percentage of Children Looked After receiving five GCSEs or more grades A-C, in Southwark we are reaching 3.4% against the national average of 6%. Therefore, taking into consideration that we currently do not work in a targeted way with this group of young people, we anticipate deploying resources to meet this emerging need. This would ensure synergy between the PSA and the Connexions Service targets.

Young people with Special needs/disability - We currently have 84 children on the Children's Disability Register who are 15 years old or above, 12 of which are "looked after" (LAC). In all, 41% of the children on the register are aged 11 – 19yrs and all of whom have severe disabilities (the threshold for registration is "permanent / profound", it is anticipated that many of these children / young people will require some level of ongoing support). It is estimated that a further 12 to 15 young people each year will require ongoing intensive care package arrangements / care management service within adult services. The Youth Service currently has one dedicated youth centre specifically geared to meeting the specific needs of this group (i.e. Fast Forward Youth Centre). In addition, through grant aid to the Only Connect voluntary youth organisation (Cambridge House and Talbot), we are able to augment specialist provision. However, this is not sufficient to meet the demanding challenge that this group of young people require. Targets have therefore been set in 2003/004 to identify the specific level of intervention required from the Youth and Connexions Service (**see Local Target 12, pp 15**).

Leisure and recreational opportunities - Greater engagement with young people between the age of 11– 19yrs, targeted at tackling the major risk factors associated with offending behaviour, underachievement in schools, dysfunctionality within families, will help address many of the problems associated with young people's transition into adulthood.

Engaging young people in their time, on their turf through processes targeted to their interest, will contribute to achievement not only of the Youth Service objectives but will also meet the Connexions as well as PSA targets. Furthermore, through the work of the new Connexions Service and the Youth Service, broader educational

achievement will be enhanced by virtue of young people having educational opportunities other than schools and other similar formal institutions such as colleges. The self-discipline, skill development and team work brought about by being fully engaged in physical activities, such as sport and recreational opportunities, will further increase young people's propensity to sustain a lifestyle which is socially uplifting rather than socially destructive.

Of course, greater participation is not in itself a guarantee of greater achievement. But it is a useful indicator of levels of engagement. Greater involvement in an appropriate informal learning environment, can give young people valuable skills, knowledge and awareness to support their overall achievement. Some achievement may be nationally validated and accredited. Other aspects of learning will be evidenced through developed social skills, awareness and aptitude (e.g. confidence and self awareness). In terms of magnet activities it is clear that the success of the Connexions Service will also depend, to a lesser or greater degree, on the ability to move young people from point a to point B – i.e. distance travelled. A balance must therefore be struck between generic youth work as a magnet for attracting young people and the need for targeted youth work (**see National Targets 1 and 2, pp14 and Local Targets 1, 2, 3, 4, 7 and 10, pp15**).

Young people's substance misuse in Southwark - It is difficult to estimate the extent of young people's substance misuse in Southwark. This is largely because of the lack of dedicated services for them to use. However, we have been able to ascertain that:

- Seventy (70) young people aged under 19 years were in contact with treatment providers because of concerns about their drug or alcohol use in the last two years.
- There are a minimum of 413 young people aged 13+ known to Southwark Social Services who are at high risk of developing substance misuse-related problems.
- There are an absolute minimum of 67 young homeless people aged under 18 years old who are at high risk of developing substance misuse-related problems.
- There are a minimum of 3,000 school age children who are at high risk of developing substance misuse-related problems.
- There are a minimum of 834 young people involved in the criminal justice system who are at high risk of developing substance misuse-related problems.
- There are an absolute minimum of 13 young people involved in prostitution who are at high risk of developing substance misuse-related problems.
- There are a minimum of 486 young people living with drug misusing parents who are at high risk of developing substance misuse-related problems. These young people are of all ages from babies up - it had not been possible to state how many are currently within the 13 – 19yrs with any surety.

(see National Target 8, pp 14)

Best Value Review - The Youth Service was Best Value reviewed in 2000/001 and is in the throes of its second year of the implementation plan: 2002/003. The full

results and analysis of the Challenge, Consult and Compare phases of this review were set out in a Vision report¹¹.

The Action and Improvement plan proposed a range of first year actions which concentrated on getting the internal infrastructure right in order to achieve the targets. In the short-term this will entail a shift in the culture of the Service to be more outward focused and so, enhance the quality of youth work delivery. The building blocks for this to happen include a clear focus and direction for the Service, a curriculum for youth work delivery and an effective performance management system. This plan was given a fillip in May 2002, with the introduction of the Transforming Youth Work Development Fund (TYWDF), the roll out of the Connexions Service and the SENDA support, amongst others.

The Best Value review process further highlighted the need to have in place a coherent and corporate 'youth strategy' for the borough. The need for a more radical approach to the management of youth services and services for young people in Southwark has been widely acknowledged with a particular emphasis on addressing disaffection amongst young people. Much of this development has gone hand in hand with the development of the PSA and the Neighbourhood Renewal programme (see above) as well as greater joined up thinking with regards to the Children and Families Strategy. All of these developments now strategically locates the Youth Service as a key and influential partner in service delivery (see Appendix 3).

Key priorities for the Youth and connexions Service: 2003/004

Arising from the needs analysis and the earlier indicated 'national and local targets', the key priorities for the Service over the next twelve months can be broadly identified as:

- 1) Increase attendance by 50% across the voluntary and maintained sector from 112,000 (2001/002) to 168,000 by 2005/006 in line with PSA Target 12.
- 2) Up to 18% of young people aged 13 – 19yrs in contact with the Youth Service
- 3) Contribution to the development of an overarching youth strategy within which to locate the youth and connexions delivery and Plans
- 4) Development and implementation of a robust Management information system (i.e. establish with other services working with young people an appropriate identification, referral and tracking system and procedures (IRT/CCIS))
- 5) Youth crime prevention and diversion (i.e. provide support for victims and Restorative Justice provision, especially in relation to the Final Warning Programme; contribute to the reduction of crimes committed against young people by young people through personal education programmes; contribute to the reduction by 5% the number of young people offending by 2004)
- 6) School exclusion provisions (i.e.increasing the range of alternative KS4 academic/vocational packages for disaffected students in line with the 14 – 19yrs curriculum).

¹¹ The full report is obtainable at the Youth Office on request.

- 7) Young people not in education, employment or training (NEET):
 - a) set up supplementary classes and provide independent study opportunities for 16-18 year 10/11 students in Key Skill Communication (i.e skills to be improved include ability to listen, understand, distil and interpret; note taking; presentation; reading, understanding and interpreting moderately complex texts; writing in clear English for a range of purposes);
 - b) run innovative, non-certificated creative projects to stimulate the interest of disaffected pupils (arts and media; journalism; sports and play development;
 - c) Work very closely with the LSC, EBA, employers and work based training providers to ensure that young people aged 16 – 19yrs, have access to and be able to achieve to the best of their ability in the labour market.
 - d) Open up opportunities for young people aged 16 – 19yrs to gain training opportunities across a range of occupational fields through the Foundation for Modern Apprenticeship scheme, Duke of Edinburgh's Award, Youth Achievement Award and Millennium Volunteers Award programme
- 8) Young people in and leaving care
- 9) Young people with Special needs/disability
- 10) Young people's substance misuse (i.e. reduce by 25% the proportion of 13-19 year olds using illegal drugs particularly heroine and cocaine by 2005).
- 11) Teenage pregnancy/teenage parents
- 12) Marketing and publicity- effective communication (i.e. ensuring that the work of the Youth Service is widely disseminated through Young people's magazine; quarterly newsletter; annual reports etc)
- 13) Implementation of the Youth Work Curriculum (i.e. appropriate training and development in implementing the personal and social education programme)
- 14) Development of the Chairs Forum and the 'partnership' arrangement with the voluntary sector
- 15) Development of a Quality Assurance framework
- 16) Training and accreditation of learning (young people and staff development)

The proposals contained within the Action Plan attached as Appendix 2, reflect these priorities, as well as the actions and activities to be put in place to achieve them.

THE LOCAL YOUTH SERVICE

(a) Organisation and management: the maintained youth service (LEA)

The Youth and Connexions Service makes a significant contribution to social education by offering a wide range of informal educational activities which children and young people choose to use. The maintained Youth Service is located within the Education and Culture Directorate and provides for young people's social and personal development through youth clubs, information centres, specialist projects and street-based work. The local authority youth service currently directly manages 7 youth centres, an arts and media project, the Summer University, Duke of Edinburgh's Award scheme, Youth Council, the Peckham Youth Training Initiative, the Young People's Magazine Project as well as responsibility for the delivery of the local authority Connexions Service contract. Arising from the Best Value Review (2001), was the need for the Service to focus on the 11 – 19 year old age range and up to 25 for young people with special needs.

Management arrangements

The Service is headed up by the Head of Youth and Connexions Service who is responsible to the Strategic Director of Education and Culture and has ultimate responsibility for the strategic and operational delivery of the youth work and personal advisory provision. He is supported by three Youth Work Managers with specific service wide strategic responsibilities and one Connexions Manager. Together they form the Youth Service Management Team (YSMT). Attached as Appendix 4 is the overarching structural diagram of the Service.

Within the Youth and Connexions Service each of the senior managers has responsibility for operational teams as well as strategic responsibilities for a key aspect of the Service (e.g. Quality Assurance; Curriculum; Voluntary Sector and Connexions). Each officer has a strategic remit across the Service and manages his/her team as a strategic manager. Within each team, a senior grade youth worker has responsibility for operational and strategic development (e.g. Area Development Workers; Project Co-ordinators). This ensures that strategic concerns are addressed at an appropriate level and ensures clarity of purpose and direction. The Head of Service is a member of the Departmental Senior Management Team (SMT), where Departmental and corporate concerns are addressed - this in turn is fed through into YSMT. Bi-monthly staff meetings are held where all full-time members of staff attend - again policy direction and 'collegiate' working is fostered through the feedback process. This process enables the inter-flow of information between strategic and operational matters. The priorities and policies surrounding the Council's aims, the Departmental objectives and the Youth Service's vision and direction are conveyed through this process. Across the service, all units and projects have 'Team' meetings and all staff have one to one line management arrangements that takes place on a 4/6 weekly cycle. The process is very much a two way process whereby information flow comes up through the local arrangements and feeds into YSMT as well as at the bi-monthly or staff residential. Young people's voices are heard at the local/unit level through User Group arrangements within each of the clubs (see below under involving young people).

Much has been said about the relationship between the Connexions agenda and that of the Youth work agenda in an earlier section, however, it is perhaps worth noting the operational arrangement in a little more detail.

The Youth Service currently manages the local education contract with the Central London Partnership Board, with the Head of Service responsible for the chairing of the LMC and the management for the local Connexions Manager. The Central London Partnership is based on a 'lead' body model, with the Royal Borough of Kensington and Chelsea as the lead authority. The Head of Service sits on the Partnership Board.

The approach in Southwark to operational delivery is based on the principles outlined on page 11 above, where the model is that of a 'youth support development service' incorporating the Youth Service and the Connexions Service delivery as part of a seamless approach to working with young people with high support needs: the intensive and specialist work. This means, from our triangle of needs identified earlier in the Introduction, that the Youth and Connexions Service is able to impact at all three levels through co-ordination and collaborative working. By working very closely with the local Careers company (i.e. Prospects) and Faces in Focus (voluntary organisation), we have been able to secure two One Stop Shops in the borough (North and Centre) and have joint Partnership Agreements in relation to the deployment and work of PAs in schools as well as joint working relationship across the maintained and voluntary sector youth clubs. We are due to establish a number of Access Points over the 3 years of the contract and have so far secured 5 and in discussion with the Karrot Project, for instance to secure a mobile Access Point. The Personal Advisors are contracted to through the Youth Service and are integrally involved in the processes highlighted above (i.e. bi-monthly staff meetings, staff residentials, team meetings, appraisal and training processes etc.). Wherever possible joint training and planning takes place with Prospects Connexions (Southwark). The Connexions Manager is, as indicated above, a member of the YSMT.

In terms of the total resource supporting the Connexions agenda, by ensuring that young people have access to meaningful outlets and social and personal development opportunities, through 'Magnet activities' which the Youth Service is uniquely placed to provide, we have been able to provide meaningful and joined up work that is beginning to show signs of improvement. For example, through the Youth Service a number of referrals have been made by Personal Advisors to the One Stop Shops, young people have accessed the arts and media project, magazine project and our work based training providers.

Service delivery

The range of youth work is currently provided through two broad teams: (1) Area Team (Centre-based) and (2) Project –based Team

AREA APPROACH – CENTRE BASED YOUTH WORK

The Youth Service has direct responsibility for eight youth and community centres, one part-time youth club and three 'satellite' clubs¹²:

¹² These are clubs/projects that have been established by the Youth and Connexions Service and the local community and supported through secondment arrangements. This allows for the voluntary organisation to still retain its independence while providing a support as they develop their capacity to develop the organisation.

- ⇒ Brandon Youth Centre
- ⇒ Aylesbury Youth Centre
- ⇒ Bellenden Youth Centre
- ⇒ Fast Forward Youth Centre
- ⇒ Youth Club 4 the Blue
- ⇒ Damilola Taylor Centre
- ⇒ New Venture Youth Centre
- ⇒ Odessa Street Youth Centre
- ⇒ John Donne Youth Club

Satellite clubs

- ⇒ KETRA Youth Project
 - ⇒ Dulwich 2000 Youth Club
 - ⇒ Post Box Youth Club
- ⇒ **Area 1: North.** This Area covers the wards of Cathedral, Chaucer, Abbey, Riverside, Bermondsey, Rotherhithe, South Bermondsey, Grange and Surrey Docks.
- ⇒ **Area 2: Central.** This Area covers the wards of Newington, Faraday, Brunswick Park, East Walworth, Camberwell Green Peckham and North Livesey.
- ⇒ **Area 3: South.** This Area covers the wards of The Lane, Nunhead, Village, College, South Camberwell, East Dulwich South Livesey and Peckham Rye.

At the operational level, the Three Area Development Workers engage with colleagues at the local level – voluntary youth organisations in particular - to deliver programmes and to collaborate on projects etc. The relationship is varied but nevertheless seen as a vital feature of the relationship. Collaborative work is taking place in Area 1 (Bermondsey and Rotherhithe, for instance) and in Area 2 (Camberwell and Peckham) and in Area 3 (Nunhead, Dulwich and Kingswood). With the development and launch in the new year of the curriculum framework we envisage that this relationship will flourish. At our consultation event on the first draft of the Plan¹³, those voluntary sector colleagues present endorsed the principle of building into the criteria the need to engage with the Area Development Workers as a condition as they felt it would be left to ad hoc approaches and the inability to engage with the wider strategy in relation to youth development – all of which were points

¹³ A series of consultation meetings have taken place since May 2002, to engage colleagues and staff across the 'partnership' arrangements on the scope and direction of the Plan. In May meeting was held with all chairs of grant aided voluntary organisations to prepare the groundwork in the light of the TYWDF and the then forthcoming Common Planning Framework; in June this was followed up by a 'service wide' a residential event to begin the mapping and sketching of the content of the Plan, focusing on the principle challenges facing the youth service nationally and locally; in October the first draft was circulated to key colleagues and partners, including the voluntary sector and Government Office for London; in November and December this was further discussed at the Youth Crime – SubGroup, the LMC and the Children's and Young People Partnership Board and considered at the Teenage Pregnancy Partnership; on 14th December this was further discussed at a joint voluntary and maintained sector event. Young people will be consulted in the new year on this version specifically as part of the agreed strategy (see TYWDF and June outcome). Members have been informed and were involved at the event on 14th December and the Plan going before Members in February as part of the Scrutiny process.

echoed at the launch of the **Resourcing Excellent Youth Service** Conference on 18th December 2002. These expectations have now been incorporated into the Plan and into individual work plans.

PROJECT-BASED TEAM (BOROUGH WIDE PROVISION)

Specialist projects complement the Area approach for centre based youth work. The Projects team has borough-wide responsibility.

- ⇒ Arts and Music Project
- ⇒ Youth Participation Development
- ⇒ The Duke of Edinburgh's Award Scheme
- ⇒ Minority Inclusion Project
- ⇒ Secondments to the Youth Offending Team
- ⇒ Peckham Youth Training Initiative Project
- ⇒ Young People's Magazine Project
- ⇒ Summer University Programme

The Youth Service, as indicated elsewhere plays a significant role in social cohesion and addressing many of the challenges facing young people in an urban inner city conurbation such as Southwark. Work, for instance in relation to regeneration and economic development has enabled the Service to reach out to young people from black and other ethnic groups who are at the sharp end of disadvantage (e.g. Groundwork project; modern apprenticeship programme; environmental and volunteering programme). Furthermore, targeted work within the Asian and Travellers communities have seen greater inter-community working and sharing of provision and programme development (i.e. Southwark Travellers Education Programme). By refocusing the work of the Minority Inclusion Project (MIP) to deliver personal advisory work we are now beginning to see greater take up of provision from within the Asian community for instance (Minority Ethnic Youth Forum); by developing the Youth Club 4 Blue (YC4B) as an Access Point, we have begun to engage and challenge some of the racist attitudes in the Bermondsey and Rotherhithe area; through greater collaborative working we have seen a marked improvement in the attitudes of young people living in the Peckham, Aylesbury, Elephant and Castle and Kingswood estates (e.g. the Damilola Taylor Centre and the Peckham Young People's Magazine; the detached and internet café at the Aylesbury youth centre; the Elephant Links youth project; the NSF supported project and the teenage pregnancy drop-in project on the Kingswood estate). With support from the Joint Security Initiative through Housing we have been able to support the development of 2 youth clubs and, as a result of additional funding arising from the Best Value Review (£136,000) we have been able to secure a small detached team and opened up other youth provision in the Nunhead and Three Hills area of the borough. Since 2001, the south of the borough (i.e. the new Area Community Council areas of Nunhead and Peckham Rye and Dulwich – see above) now has 9 targeted youth work outlets where previously there were 3 (including 1 voluntary youth organisation)

Youth Service Recorded attendance April 2000 – 31 December 2002

2000/001	2001/002 ¹⁴	2002/003 ¹⁵	2003/004 ¹⁶ (projected)	Total recorded attendance
111,149	106,218	59,661	131,156	263,444

Based on the Best Value review comparisons that were undertaken, the recorded attendance of young people through the Youth Service in Southwark is in the upper quartile for Inner London and second only to Kensington & Chelsea. Compared to Ofsted statistical neighbours Southwark has the highest level of recorded attendance.

Southwark caters for 18% of the Inner London demand for youth service. Other big providers are Kensington & Chelsea 31%, Hackney 13% and Camden 11%.

Gender

	Male	Female
Southwark	56%	44%
London Average (1)	36%	64%

Data source: (1) Ofsted statistical neighbour profile (Oct 99 - March 2000) and Youth Service own statistical monitors (2000-2003).

Southwark has a more even split between male and female young people accessing its youth provision compared to other London authorities. The ratio has been constant over the past three years and is in line with the national trend but at odds with the London average (2001 figures). It has long been held that the youth service is used more by young men than young women and in Southwark this picture is no different.

Ethnicity

	White	Black	Asian	Others
Southwark	42%	44%	7%	7%
London Average (1)	36%	16%	8%	40%

Data source: (1) Ofsted statistical neighbour profile (Oct 99 - March 2000) and Youth Service own statistical monitors.

Ethnic minority young people's take up of the service, across a range of indicators, indicates that Southwark's white population take up is greater than the London average (42% vs. 36%); Asian young people's share is marginally less than the London average (7% vs. 8%) while Black young people is greater in Southwark than

¹⁴ The Warwick park Centre was closed from Sept.2001 – July 2002 which affected the final outturn figures. Between April - August 2002 14, 797 attendances were recorded and in the year previous, the centre had accounted for 12,458 attendances.

¹⁵ The figures reflect the period April – December 2002 (one quarter is still outstanding)

¹⁶ This target is based on an 18% increase on 2000/001 figures, in the light of the 'blip' in 2001/002 resulting from the temporary closure of the Warwick Park Centre (now renamed the Damilola Taylor Centre).

the London average (44% take up rate compared with 16%). And overall within Southwark proportionately greater than the ethnic minority population (27%). On this basis the needs of black and minority ethnic young people can be said to be met as they are represented to a greater degree than their white counterparts (44% vs. 42%).

Age groups

	11 - 12 years	13 - 19 years	20 years
Southwark	31%	62%	7%
London Average (1)	26%	65%	9%

Data source:

The Southwark Youth Service is reaching proportionately about the same level of young people within the 13 – 19yrs age range as the London Average and more young people 11 – 12 year old users than the London Average (31% to 26%). Taken as a range 11 - 19yrs, there is little difference in actual participation rate between Southwark and the London average (93% for Southwark to 91% for London).

Proportion of young people reached in the target age range 13 – 19

	Proportion of young people reached in the target age range 13 – 19	Average number of attendances per young person per annum
Southwark	14%	37
London Average	16%	26

Data source: NYA statistical data, 2001

The proportionate different number of young people reached by the Youth Service over the three years 2000/001 – 2002/003 averages 14%, which is 2 percentage point less than the London average. Targets have been set to reach the National target of 25% by 2005 (see targets on page 15). However, Southwark has a higher than the London average attendance per young person (37 v 26).

The voluntary sector:

The Youth Service has developed a number of important partnerships. Examples of this include the ongoing partnership with the Voluntary sector through the grant aid programme, membership of the Behaviour Support Team, and regular dialogue with the Youth Offending Team, Community Development, Social Services, and Connexions Prospects. However, it is the partnership arrangements with the voluntary sector, which has perhaps enabled the Youth Service to better meet the needs of the young people of the borough. The Youth and Connexions Service provides support to 28 voluntary youth projects through the grant aid programme (i.e. uniformed and non-uniformed organisations). The partnership is further enhanced by the ability of the partners to seek external funding with which to extend services. Delivery through partnership with the Voluntary Sector has resulted in their needs being reflected in many areas within the Youth Service Plan, in particular in collaborative programme development at the level of workers and effective

monitoring of the grant aid at the strategic level, with regards to the development of a quality assurance framework and the curriculum.

With regards to the 'partnership' with the voluntary sector, much has been said indirectly about this arrangement but not enough about the specific way we work. The partnership can best be described as operating at 2 levels:

1. At the strategic level; and
2. At the face to face operational level.

At the strategic level there has been many attempts over the years to establish a 'borough wide' maintained and voluntary sector youth work forum, reflective of the chairs and honorary postholders of the organisations. This has proved to be difficult largely because of the volunteer nature and sheer capacity of such organisations. However, we have been able to work with many of the managers of voluntary organisations and have involved them throughout in the development of the Youth Service Plan and in other areas of work across the borough. In addition, we are in the throes of completing a feasibility study of the partnership arrangement. The early draft indicated that:

- There is an overwhelming need for an effective communication channel between the maintained and voluntary sector;
- There is a need for a 'dedicated worker' to support the work of the voluntary youth sector.

For 2003/004 we propose to establish a 'Chairs Forum' to begin the process of establishing an effective strategic communication process (see appendix 7 and 8). At the first meeting of this forum, discussion will commence on what it would mean to have a dedicated worker for the voluntary sector.

Further, as a result of the consultation process for this Plan, we recognised the need to identify with a number of small voluntary sector youth organisations in need of capacity development support. We have been encouraged by their willingness to engage in dialogue to recognise their need as 'satellite youth clubs'. Through this relationship we will second staff to assist the organisations in their development to provide them with a reasonable period over which to establish themselves fully. Support will be offered over a 3yr cycle which should enable them to secure their full independence. The Best Value Review identified the lack of youth provision in the south of the borough and we have responded by supporting the capacity development of three youth projects, who will now become the first group of 'satellite' projects: Dulwich 2000 Youth Club; Post Box Youth Club and KETRA Youth Project.

At another level, through the grants programme we have in place a grants officer who manages the interface between the voluntary sector and the strategic direction of the Service. All grants are provided on the basis of meeting the Service targets (see Appendix 5 and 6: Relationship between Youth Service objectives and Grants priorities and priorities and criteria). In 2001/002, two grants programme were in operation (for 2003/004 this has been merged to form one single grants budget) which provided funding to the value of £816,349. This funded 28 voluntary youth organisations (6 of which were directed to youth crime diversion). Over and above this route of support, mention has already been made about support in relation to the Connexions Service, we were also able to support 3 youth groups to access the TYWDF to provide volunteer training and development of the young people website. Furthermore, the Summer Plus (BIP) programme enabled us to engage with a much wider independent and voluntary sector partners than the grants programme allowed

for (e.g. Millwall FC' London Towers Basket Ball Club; Karrot Project; REPA and Right Lines and many others). In total over 50% of the budget was allocated to voluntary sector providers to facilitate the delivery of the summer programme.

For 2003/004, as a result of the consultation process, we will be:

- ❑ Providing a clear 'partnership' steer through the adoption of the 'Partnership Agreement' (attached as Appendix 7) to provide the 'strategic' partnership terms of reference;
- ❑ Establishing a Chairs Forum, with the specific aim of ensuring the delivery and evaluation of the Agreement/Compact (attached as Appendix 8).
- ❑ Explore the feasibility of a dedicated worker for the voluntary sector
- ❑ Capacity support the establishment and development of three 'satellite' projects in the voluntary sector.

b) The Youth Service curriculum framework

The Youth Service has developed a curriculum framework which will be formally launched in March, following the final consultation phase with young people. The framework, **Activities and Opportunities – a curriculum framework**, focuses on young people's personal, social and educational development needs. This framework will provide the axis around which the quality of youth work delivery will be assessed and monitored. There is a process underway to start implementing this across the service. It is hoped that through this 'Youth Service Plan' process the framework will be embedded.

The curriculum framework is a tool and planning resource, focusing on 5 core areas and each area has, what for us, are the key learning outcomes the service will be striving to deliver. The Core areas are:

- ❑ Personal and social development
- ❑ Citizenship
- ❑ Information and communication technology
- ❑ Creativity
- ❑ Physical well-being

Against these are set the following expected learning outcomes that young people will be expected to achieve as a result of their engagement with the youth work process:

Social education will enable an understanding and awareness of:

- ✓ Friendship and peers
- ✓ Cultural diversity
- ✓ Tolerance and respect
- ✓ Education and work

Personal education will develop:

- ✓ Self identity and self-esteem and confidence
- ✓ Self awareness
- ✓ Recognition of own expectations
- ✓ Relationships with peers etc
- ✓ Perception of self and others

Political education will develop awareness in:

- ✓ Political systems

- ✓ Citizenship and community
- ✓ Equality issues
- ✓ Environmental concerns
- ✓ International issues
- ✓ The influence of the media

Feedback from staff and voluntary sector colleagues (June and December events) have indicated that the framework fully reflects the best delivery approach to achieve the best start in life for young people as they develop into young adults. They welcomed the focus that it will now provide and recognise that targeted work will require a set of principles and approach that reflects the quality youth work. Above all, they welcomed the balance struck between generic youth work and targeted and focused work. The principles and objectives are attached as Appendix 8.

It is against this framework that the quality of the Service will be assessed and against which youth work and personal advisory work will be located (see section on quality and staff development below).

c) RESOURCES

i) financial

The Youth Services budget in 2002/003 is £3,028,619¹⁷. The Council requires that budget costs are aligned to key priorities (see above). The budget breakdown which follows includes the grants programme.

Council priorities	2002/03	2003/04
Tackling poverty	1,874,515	1,899,495
Raising standards in schools	354,454	363,315
Cutting crime and the fear of crime	412,284	426,713
Management & admin support	387,366	275,738
Total	3,028,619	2,965,261

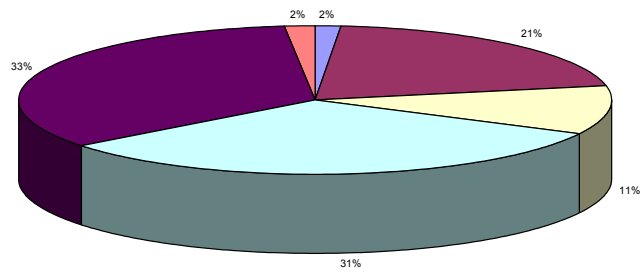
In addition, the Youth Service received income from the following sources for specific projects:

Description	Budget profile (£)	External Funding Source
Elephant Links (SRB)	21,294	Single Regeneration Budget (Elephant Links)
Youth Inclusion/Detached project (NRF)	290,000	Neighbourhood Renewal Fund
Transforming Youth Work Funded programmes	118,170	DfES
SEND A	31,135	DfES

¹⁷ The budget includes all building/premises costs such as NNDR, Asset rent and repair and maintenance etc.

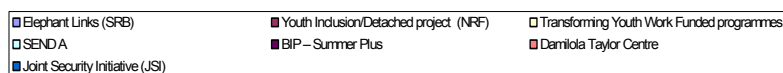
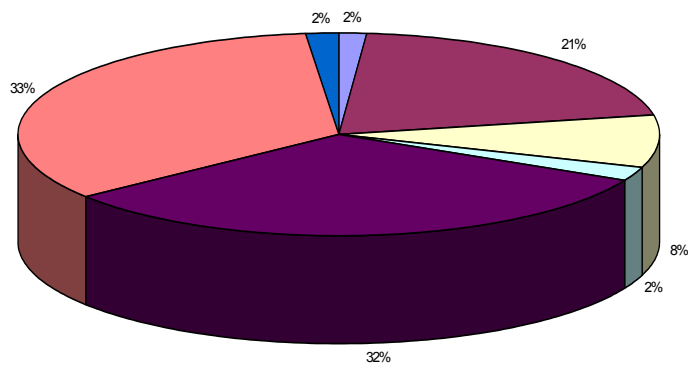
Transforming youth work- The Youth Service Plan: 2003/004

External funding source: 2002-003



BIP – Summer Plus	450,000	CLCP/GOL
Damilola Taylor Centre	480,000	Damilola Taylor Trust (Lord Harris)
Joint Security Initiative (JSI)	21,591	Housing
Total	£1,410,306	

Projects supported by external funding: 2002/003



ii) Human

As at Sept 2002 there are over 150 full and part-time sessional staff employed within the Youth and Connexions Service:

	Male	Female	Total
Full-time	25	29	54
Part-time	45	51	96
Total	70	80	150
Ethnicity			
White	18	20	38
Black	24	27	51
Asian	7	8	15
Others	5	6	11
Unspecified	16	19	35
Total	70	80	150

Note: (a) full-time figures include xx Personal Advisors secured through the Connexions contract.

(b) no data from the voluntary sector as yet

iii) Physical

The Youth Service produces a 'directory' of all the youth provisions in the borough. In 2002/003 there were over 100 youth clubs and organisations identified in the borough as working with young people.

The Youth Service has direct responsibility for eight youth and community centres and three satellite youth clubs (see above). The youth centres/clubs are managed as part of the Area based youth work provision outlined above. In addition, the Service has a fleet of minibuses which is used by the voluntary youth organisations.

Specialist projects complement the three Areas and with the exception of the Magazine Project and the Travellers Youth Project, all the other projects are housed/located within one of our centres (e.g. Bellenden Old School houses 5 projects) while Fast Forward houses 2. The Magazine Project is based at the Sojourner Truth Community Centre, Peckham, and the Travellers Youth Project takes place at the Peckham Settlement for which rent is paid.

Within the voluntary sector, based on 2001/002 registration of organisations, there were 61 youth organisations working directly with young people. Of these the Youth Service funded 28. They range from large 'Settlements' to part-time one evening per week youth clubs. Of the profile:

- ❑ 8 organisations are operating under a service agreement (full-time youth work organisations opening to young people 20 – 29hrs pw)
- ❑ 9 organisations are opened to young people 10 – 19hrs pw
- ❑ 5 organisations opening to young people 5 – 9hrs pw
- ❑ 3 uniformed organisations (opening to young people under 5hrs pw);

Discussions are in hand to look at the outdoor education aspect of service delivery. With the exception of the Bede Adventure Project – of whom we have a Service Agreement - Southwark lacks space and has no directly managed adventure/outdoor education facilities. The experience of recent years has demonstrated that there is a need to open up opportunities outside the immediate inner city environment, to engage with young people with opportunities that lay beyond what many have come to perceive as the only existence¹⁸. Their environment becomes a 'comfort blanket, a sort of psychological internalised social barricade, that protects them from 'outsiders' while at the same time prevent them from seizing the opportunities that are out there. This is one of the major challenges for the Service, which we hope this Plan will address. Discussions have taken place with outdoor education providers to secure/reserve 'space' the Youth Service for in 2003/004. However, it is felt that a more long term arrangement will need to be developed if we are to make greater use of this approach. Young people who were consulted over the summer indicated that the ability to attend out of borough provisions like this would be welcomed – especially as it would take them away from their inner city environment to “see how they live” outside London. The group that went to Birmingham and Surrey fully endorsed this thinking. It is therefore our intention to seek support and funding to either establish a 'partnership' agreement or secure an outdoor adventure education centre for the young people of Southwark by 2006.

¹⁸ Extensive use is made of Sayers Croft, Felbury House and Hind Leap, for example, but these are limited and can only be accessed where there is availability.

INVOLVING YOUNG PEOPLE

Southwark Youth and Connexions Service has developed a comprehensive system of active involvement to enable young people to become involved in the various decision making processes that impact on their lives.

a) Local and unit level structures

Each youth work unit has an established consultation method with young people either through a club members/users group/committee/forum that meets on a termly basis to consider issues, concerns and review progress of the units work and curriculum programme and plan for the following cycle of activities. Each unit will provide this opportunity in various ways, which is dependent on the needs, requirements and suggestions from young people. Some units will use very interactive methods using music and creativity others will use both large and small meetings for the same process. Young people at this local unit level have taken the opportunity to invite various service providers and politicians to their meetings in order to ask various questions and raise their concerns and points of view.

Three Area Youth Forums have been established that have representation from the youth work units from both the statutory and voluntary sector. These are co-ordinated by the Area Youth Development Workers (AYDW) and meet three times a year.

Specific youth forums are also in place that represents the interest of young people from minority communities, local geographical areas, regeneration consultation projects, health forums and local voluntary youth organisations.

The following is examples of how the various forums described above have been involved in local decision-making so far:

- Membership on project appraisal panels for funding applications for voluntary sector service providers.
- Membership and inclusion in large regeneration scheme/partnership on facilities for young people. Part of interviewing panel for appointment of architects.
- Consultative group of young people researching into 'youth' views on a proposed redevelopment of a very large transport, housing and shopping centre plan.
- Consultation on the draft Youth Service Plan and the Connexions Plan

The Southwark Youth Council is the identified forum that has representation from the 3 Area Youth Forums and other established youth forums in the borough. Nominations and elections are undertaken on annual basis through a conference/event for young people. The Southwark Youth Council is an integral part of the Youth Service 'youth participation' agenda. The Youth Council has become one of the key overall representative groups related to young people and undertakes various roles in consultation and presenting recommendation that are focused on young peoples needs and requirements. A member of the Southwark Youth Council sits on the *UK Youth Parliament* and represent Southwark, 3 members sit on the Local Management Committee and also on the Central London Connexions Youth

Board. The Cabinet Member responsible for the Education, Youth and Leisure attends their weekly meetings. Discussions are taking place as to the best way Members and the Youth Council can interface (e.g. in a 'Scrutiny' role). Young people will be engaged in this debate in the new year as part of the consultation process of both the Connexions Service Plan and the Youth Service Plan.

b) Youth Service Charter

A multi agency group with young people from 8 schools over a period of 2 years have drawn up a charter of rights and responsibilities: ***Preparing for Citizenship***. The charter applies to the different aspects of students' lives, such as the physical environment, the quality of teaching and learning, the physical and emotional well-being of young people, policies and procedures regarding behaviour and the implementation of rewards and sanctions. Also, ***the Connexions Young People Charter*** for the Central London Connexions Partnership has been developed with young people from Southwark Youth Council. The youth work involvement in these multi-agency developments have been key to enabling young people to express their views and ideas. These two pieces of work has been widely applauded and has resulted, for instance, in the adoption across a number of schools of the Preparing for Citizenship charter; the Youth Service has built up on this as the starting point for the ***Youth Service's 'Young People Charter'***. As indicated earlier, one of the targets for 2003/004 is to launch and have in place a young people's charter alongside the ***Youth Entitlement Pledge*** which we fully endorse. The building block have been put in place (e.g. User Committees, Area Youth Forum; School Councils, The Youth Council and 'young people focused 'task' groups). These starting points will be considered by young people as part of the consultation process.

c) Young People's Magazine

The Southwark Young People's Magazine has been the major communication tool that has enabled young people to produce and promote their views and ideas. All youth participation events, Youth council meetings and forum meetings are advertised in the magazine. Currently, there are:

- 2 youth forums with members directly involved in the development of the magazine web page (funded through the TYWDF).
- One of the regeneration forums is planning a web page about their involvement in a large redevelopment project (e.g. Elephant Links)
- 2 Youth Forums are working on the production of a film and video documentary that are related to young people's style and street culture.
- Both projects are advertised to attract new members and the responses are very encouraging with 50 young people registering an interest.
- Photographic work has taken place reflecting on positive images of young people, which have been displayed on local bus shelters – all taken by young people arising from competition run through the magazine.

d) Young people's website – E-Youth

Arising from the support through Strand B of the TYWDF, this project sought to provide a good learning base for many young people to cut their teeth in the use of information technology through the design and establishment of a young people's website. This project has made very good progress and is on line to be launched in March 2003. Young people have been working very hard across two identified projects: one in Bermondsey and the other in Peckham. The aim was to continue

breaking down some of the historical barriers which exist between young people in these two areas.

e) Young people's video projects

There are two video/film projects taking place at the moment, all of which has stemmed from young people wanting to 'make a statement', to have their voices heard. The projects have a common theme though their starting points are quite different. That is, they both aim to tackle the negative image of young people by focusing positively on those negative aspects that we so often hear about: youth culture.

Through the support of Strand B of the TYWDF we have been able to engage young people through a project they have identified and have been playing a vital role in delivering. This project aimed to reduce the incidence of youth on youth crime through the eyes of young people. The project uses drama as the vehicle of communication. The young people have been writing a script and have now filmed the production. They have negotiated with the local cinema to show the short film as a trailer in the new year when the editing is complete. It is hoped that the short film would be used to raise issues around why and how young people become involved in crime – and it offers hope to those who feel they can not escape from it!

The second project, focuses on the influence of fashion on street culture. This project has been supported through the Summer Plus funding and has been running since the summer and is due to conclude in March. To date young people have been very challenging about the centrality of fashion on their moods and identity. This video, when completed should be very interesting not only because young people are telling it like it is, but because, from experience, when they do tell it like it is, it tends not to be taken seriously and/or get consigned to the psychosis of some within our community who feel young people should be seen but not heard.

When completed, these two projects will add further to our involvement of people in the delivery of the youth work curriculum and more importantly, will demonstrate that what is required is a range and mix of sounds and articulations from young people from across the borough, having their say – and it won't always be pleasant! It is not only through structured forums that we hope to engage young people to enable them to raise their voices. We are committed to the Hear by Rights principles and will continue to seek new ways of encouraging and developing young people's voices.

f) Surveys/focus groups

A number of surveys have been undertaken over the past two years. One of the main ones for the Youth Service was linked to the Best Value Review in 2001, which indicated different requirements from different parties that were interviewed. Young peoples response was that they wanted a safe and friendly place where they could meet friends and undertake social type activities.

At the end of the Summer Project area teams have consulted with both young people and staff on the 4/6week programmes and these results will be incorporated in our summer programme evaluation report due out in January and in the Service's annual report in May. Two surveys were undertaken: Summer Plus programme and the Peckham young people. The results of these surveys will be included in the summer evaluation report. Overwhelmingly, young people continue to be positive about their experiences with the youth service and provided some very good ideas for how to improve provision and opportunities next summer. Again these have been

incorporated into the Action Plan attached as Appendix 3 and will again be the focus of attention of the young people scrutiny in the new year.

A local area survey was undertaken looking at the gaps in provision and from the recommendations a proposal has been put forward to establish a youth association to cover 4 estates in the south of the borough.

Finally, as part of the TYWDF, Strand A, (i.e. Hear say event) we sought to survey 20% cohort of the youth population. However, as there was another survey taking place as part of the PSA programme, the initial intention was reshaped. MORI are currently surveying young people with specific questions relating to the focus of the youth service and agencies working with young people. It was hoped that this survey would have been completed by November, but due to workload and the other Best Value reviews taking place, the number of young people focused surveys and focus groups have meant a heavy period of 'consultation overload' resulting in some young people speaking out loudly that they are not going to answer anymore questionnaires. We are optimistic that the results will be ready for the launch event of the Service Plan in March/April.

Equality and Diversity

The Youth and Connexions Service will operate within the Council's Equal Opportunities Policy. The promotion and practice of equal opportunities is central to the aims and objectives of the Youth and Connexions Service. EOP is reflected in our recruitment practices and throughout our service delivery, development and provision.

There is an established *Equalities Monitoring Group* within the Department (EDET) where the Youth and Connexions Service is represented. The main purpose of this group is:

1. To ensure progress is made in delivering the Equalities and Diversity Scheme of the Council;
2. To review management information systems to record and monitor all aspects of equalities;
3. To approve and in some cases, identify initiatives for identified equality areas (e.g. gender, race, disability) based on local needs
4. To identify and share good equality practices across the Department and across Business Units.
5. To adopt Best Value practices and compare national Equalities data and benchmark particular Equality initiatives
6. Identify Equality training needs internally and with partnership organisations.

Initiative in training, recruitment, communication and marketing

The Youth and Connexions Service work in accordance with the European Directives on Employment which stipulates the issues of gender, disability, race, ethnicity, religion and sexuality. EOP training for new staff, including Pas, are currently being planned as part of their Induction Training in respect to looking at the needs of young people generally, and more specifically, to consider the needs of black and ethnic minority young people in terms of delivery, provision and development. The Central London Partnership will be devising a programme of training and staff development involving everyone contributing to the planning and delivery of Connexions Service and it is our intention to ensure that this programme is rolled out to youth workers as part of the seamless approach to service delivery.

Senior Management responsibility for equality

- The Connexions Manager is a member of the Central London Connexions Partnership Equalities Monitoring Group as well as the Departmental EDET. As yet the Service does not have its own 'Equalities Working Group' as this was mediated through another structure while part of the Environment and Leisure Directorate (up to April 2002). It will be the responsibility of this officer to convene the 'Youth and Connexions Service Equalities Working Group'.

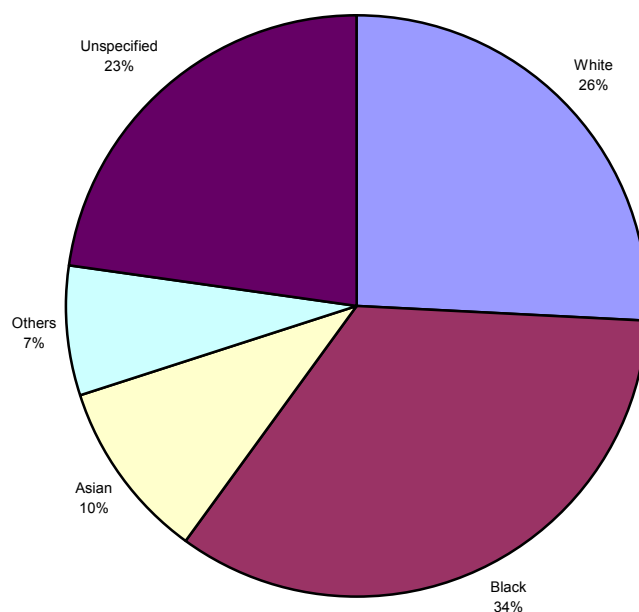
- The Youth Work Manager (Quality Assurance) has responsibility for ensuring that all PAs and youth workers receive EOP training
- All managers have a responsibility for ensuring the implementation of the Council's EOP policy.

Data and information systems to collect and analyse ethnic, gender and disability information for staff and users of the Service

The Council's SAP system monitors the human resources aspects of the Service (e.g. sickness, gender, annual leave, ethnicity, disability, incremental points, salary, disciplinaries etc). The Service also operate its own Internal Management Information system which collects data on ethnicity, gender and disability as well as job application; monthly attendance and progress reports on young people; sickness. This system is not as robust as would like to be. Through Strand A of the TYWDF, we have been investigating a more robust system which would enable the Service to meet its obligation as outlined in the recent Resourcing Excellent Youth Services policy document. The NYA and Careersvision have both been approached and we have also been involved with the CCIS and IRT developments to ensure the equalities dimension of any protocols are considered.

Below is an overview of the ethnic composition of the workforce. The representation include part-time, full-time staff and Personal Advisors. The total number of staff in the Youth and Connexions Service is 150. There is as yet no information on the staffing profile within the voluntary sector.

Ethnic breakdown of staff: 2002-2003



Particular initiatives to consult or build capacity in voluntary or community groups reaching excluded communities

Youth and Connexions Service will involve voluntary and community sector, particularly to reach identified groups of young people. The grant aid process entails an adherence to equality issues as a condition of funding. Grant aided groups are asked to provide information relating to staffing profile as well to ensure that they have in place appropriate systems for monitoring and recording the workforce. Through the structured monitoring process policies relating to child protection and equalities are sought. All grant aided organisations provide a quarterly breakdown of young people they are in contact with which includes information on gender, ethnicity and age.

Through the Service's directly supported project, the Minority Inclusion Project (MIP), we provide targeted work with disadvantaged communities and communities who are estranged from local authority provision. A key development this year has been the establishment of the Minority Ethnic Young People's Forum, which has enabled a number of young people from within the Asian community, refugee and asylum seekers and Travellers communities, for instance, to get plugged into the wider service provision. Members have now been voted onto the Southwark Youth Council. The project works in the main with:

- African-Caribbean young people
- Asian young people
- Travellers young people
- Vietnamese young people
- Refugee and asylum seekers
- Young women

Complementing the work of MIP is the special needs project at Fast Forward Youth Centre. This project, along with the grant to Only Connect, provides the two targeted youth work provision specific to the needs of young people with a disability. The Fast Forward project operates through out the year and offers a range of on-site and offsite opportunities, especially in the arts while the Only Connect programme is part of a tri-partite arrangement with Social Services and Play, with the Youth Service supporting young people 16 – 25yrs over the Easter and summer periods. Young people from this project have been engaged with the development of the Youth Council and have been consulted on the Magazine project – have contributed – and have played a vital role in the annual youth event.

Action to address the requirements of the Disability Discrimination Act 1995 and SEND Act 2001/ involvement with young people with learning difficulties and disabilities to address SEN Code of Practice (Learning and Skills Act 2000)

The Fast Forward project recently benefited from this support. The building underwent some major refurbishment and structural changes to bring it into scope of the Act. This work is now completed.

Through the Connexions Service we have deployed a PA in Highshore School to support young people with special needs.

With the appointment of the training officer in the new year work will start on developing the training programme around equalities and diversity, where all staff will be offered training around the Disability Discrimination Act as well as the other anti-discriminatory procedures and legislation.

New projects and improvements planned for 2003/4 addressing the needs of socially excluded groups and the equality agenda:

The development strategy will continue to focus on:

- Service delivery (e.g. Sunday service with the Karrot Project; outreach/detached work at Faces in Focus).
- Human Resources
- Monitoring
- Training
- Physical access issues

QUALITY AND STAFF DEVELOPMENT

a) Quality assurance framework

The Youth and Connexions Service currently has in place a number of quality measures to assist the process of monitoring and evaluation. However, we do not yet have a formal and robust integrated Management Information System (MIS). As part of the expectations of the TYWDF we sought to invest and develop a robust system to accompany the Youth Service Plan. Discussions have taken place with staff and the voluntary sector on a total quality system. The CareersVision programme offers an internet system while the NYA programme is targeted to the youth work field and is windows specific. Both systems offer the Youth Service a great opportunity to have in place a well needed integrated system. Not only this, but with the development of the youth service curriculum this will focus the mind and enable us to effectively quality assure Service delivery.

Notwithstanding the establishment of a formal MIS, the Youth Service does have in place a number of key quality assurance measures. These operate at different levels within the organisation. The levels of operation can be seen as:

- I. The Corporate or Service level (i.e. strategic)
- II. Unit/project level (i.e. operational)
- III. Face to face delivery (i.e. at the customer/client level)

In the first group, the key element in this is the criticality of the process to the co-ordination and planning of the Service. These are the processes that ensure that the Service acts in a coherent and cohesive way, and contributes effectively to the wider Corporate processes as it relates to the Youth Service (e.g. This includes ensuring the Youth and Connexions Service operate within a corporate framework of accountability and consistency).

A similar approach exists for the identification of the key processes at the next two levels. These focus around the identification of the main service delivery responsibilities of staff who have direct operational responsibilities in ensuring the achievement of the youth service objectives. Essentially, the achievement of our targets will be measured by performance at this level (e.g. see page 14, Targets).

The management of these key processes can be divided into two groups: those managed at a Service level, and those managed within particular units. The Youth and Connexions Service structure provides a framework for the ownership of both sets of processes: -

- Youth Work Managers have a strategic responsibility as well as an operational responsibility (Centre-based, Project-based, Connexions and Voluntary Sector); and
- Area Development Workers/ Project Co-ordinators have lead responsibility for units/projects and strategic oversight for their area of operation/responsibility.

At the first level (Corporate and Service), there are clearly defined procedures, laid out in procedural or system documentation: The Business Managers Handbook. The responsibilities of individuals are further defined in the job descriptions and the

Scheme of Delegation. All staff on the Council network have access to the Business Managers' Handbook. At the moment 90% of the Youth Service are on the network with the rest due to be networked by March.

At the second and third levels, staff are provided with guidelines set against clear policies and procedures. The current Youth Service Staff Handbook is being revised and should be ready for April 2003/004. This handbook provides the 'overarching' policy resource manual and complements the Business Managers' Handbook.

With regards to the voluntary sector, the performance standards can be found in Service Agreements with voluntary organisations as part of the grant aid programme (with respect to the Connexions Contract, there is a similar 'Partnership Agreement' which outlines the conditions of the grant).

In addition the management of certain processes is quality assured through the requirements of external staff accreditation (e.g. ACCT, IPD, liP, Chartermark etc). The Youth Service obtained Investor in People (liP) in 2002, and will continue to reflect the good practice evidenced through the process. Two notable changes to note:

- ❑ The appointment of an officer with the Quality Assurance remit; and
- ❑ Greater visibility of managers – 'walking the floor' approach.

Specifically at the three levels the following policies, procedures and instruments are in place:

a) Corporate/Service processes (i.e. strategic requirements)

- ❑ Business plans (units/projects)
- ❑ Human Resources Monitoring profiles (e.g. sickness; disciplinaries; staff etc)
- ❑ Performance appraisals
- ❑ Compliance Audits (internal & external)
- ❑ External surveys/reviews
- ❑ Structured monitoring of voluntary youth organisations grant aided
- ❑ Health and Safety
- ❑ Child Protection
- ❑ Residential events
- ❑ Data Protection

b) Staff directed processes (i.e. what staff are responsible for)

- ❑ Training evaluation
- ❑ Youth workers' reports
- ❑ Observational schedules
- ❑ Health & Safety monitoring
- ❑ Monthly attendance
- ❑ Membership profiles

c) Young people's involvement/participation (i.e. face to face work):

- ❑ Customer surveys
- ❑ Staff surveys of young people's needs
- ❑ Nightly/sessional evaluation/recordings (YP/staff)

The following are at an early stage of development and should be in place by March 2004:

- ❑ International exchanges (2003/004)
- ❑ Adventure and outdoor education (2003/004)
- ❑ Detached and outreach work (draft)
- ❑ Youth Service Handbook (draft)
- ❑ Staff Development (draft)
- ❑ Managing drugs related incidents (2003/004)
- ❑ Induction programme (being revised)
- ❑ Training programme (being revised)

b) How the processes are reviewed and targets set for improvement

The Youth and Connexions Service utilises a number of techniques in process review and improvement. Underpinning all of these is the importance of the collection and analysis of statistical data and stakeholder perceptions in the evaluation of the current performance of these processes.

It is of benefit to highlight some particular examples of how we intend to develop and improve service delivery over the next three years: -

- ❑ An annual survey of young people's perception, views and needs;
- ❑ An annual Service report
- ❑ The use of statistical comparison will continue to guide the development of service delivery.
- ❑ The implementation of the Ofsted self-assessment schedule
- ❑ The Performance Management Scheme will provide a structured framework for the review of existing performance and the development of improved targets (e.g. all staff have targets relating to finance, sickness and training development).
- ❑ The pattern of Executive and Scrutiny reporting will provide a level of external challenge to the targets and their achievement, and will help to ensure the linkages to the Council's policy and strategy on young people are clearly expressed and given direction (e.g. Best Value Review quarterly reporting cycle already in train alongside the Connexions Service reporting cycles).

STAFF DEVELOPMENT OPPORTUNITIES

At the heart of the improvement process within the Youth and Connexions Service lies the contribution of the members of staff. The last staff survey undertaken in 200/001 as part of the Best Value Review process highlighted that staff feel that they do have opportunities to suggest improvements and for those ideas to be discussed. At the June staff event (21st June 2002) and the recently held event on 14th December, staff were very clear about the missing gaps in the Service as it relates to staff development opportunities.

- part-time staff felt that an overarching policy document would be beneficial to them;
- the voluntary sector wanted to know whether the Service would be able to support them in obtaining CRB clearances;
- full-time workers wanted to see greater training around implementing many of the policies, especially as they are being revised.

Staff development opportunities are considered through the following process: -

Firstly, through the team meetings, which exist in all units across the Youth and Connexions Service. These act as a forum for the discussion of new ideas and suggestions.

Secondly, the staff appraisal scheme, with its structured format, provides a framework within which ideas for improvements can be raised with line managers in the context of the review of performance over the previous year. All Individual Action Plans must have a staff development component.

Finally, there are 3 structured 'strategic' events: (i) Service Managers' Planning Day; (ii) Senior Workers' Planning Day; (iii) the annual Staff Residential (includes voluntary sector).

As part of the approach to 2002/003 staff development, a number of core 'training' modules were identified. These were indicated in our TYWDF submission as Strand C. They were:

- ✓ improving youth work management
- ✓ improving staff performance
- part-time youth workers' training
- health and safety
- performance management
- ✓ ICT training
- ✓ Child protection
- ✓ Recruitment and selection
- Equal opportunities training.

Those areas ticked above have taken place with full-time staff in the main taking up the opportunities. Those unchecked are due to take place in the last quarter of the year (Jan – March'03). The only one not able to be implemented is the part-time youth worker training as the RAMP programme we were involved with ceased operation mid-year. The implication is that we are negotiating with another provider; however, this won't be in place until 2003/004. We have taken the opportunity to look again at our needs and have designed a three 'phase' training programme from volunteer training (16 – 18yrs) through to recognised qualified part-time workers (19yrs +).

The funding provision for the Youth and Connexions Service is a combination of direct local authority resources matched with provision from the Transforming Youth Work Development Fund (TYWDF). Together, the Youth Service's training budget was as follows (Table 4):

Table 4

TYWDF (Strand C)	£11,817.00
LBS	£14,555.00
Total	£26,372.00

Training for young people

The following training opportunities have been provided to young people involved in participation structures (i.e. Youth Council; Area Youth Forums etc)

- ❑ Introduction to Essentials in Youth Work (Stage 1 of the locally qualified part time youth worker programme)
- ❑ Peer Motivators programme (programme to support young people to become peer motivators in order to support and take a lead in the youth work undertaken during the Summer University activities).
- ❑ Youth Participation - roles and responsibilities (training provided in conjunction with a voluntary community organisation covering equal opportunities, participation, risk assessments and evaluation)
- ❑ Chill-Out. This is a programme that encourages young people to get involved in setting up a youth forum. The format is based on bring young people together to work on a musical event in their local area which will attract numbers of young people. Young people undertake all organisational skills and arranging events. During the event consultation/workshops and questionnaires are used to collect information from young people about their interest in getting involved in a forum.
- ❑ Current accreditation can be linked to the Duke of Edinburgh's Award and the Youth Achievement Award.
- ❑ A number of projects and young people have been nominated for national awards (e.g. eight young people won the Philip Lawrence Award and one young woman won the Southwark Young Citizen of the Year Award).

Priorities in the Service's training programme to meet the new challenges in 2003/004:

We will continue to build on some existing principles but will focus on the following:

- ⇒ improving youth work management (NYA prog.)
- ⇒ improving staff performance (NYA prog.)
- ⇒ part-time youth workers' training
- ⇒ health and safety (i.e. risk assessments; first aid; food hygiene)
- ⇒ ICT training
- ⇒ Child protection

- ⇒ Recruitment and selection
- ⇒ Equal opportunities training.
- ⇒ Curriculum implementation
- ⇒ Monitoring and evaluation
- ⇒ Financial training/budget modelling
- ⇒ Managing difficult staff/behaviour management and conflict resolutions
- ⇒ Taking groups abroad
- ⇒ Undertaking adventure/outdoor education
- ⇒ Undertaking surveys with young people/focus group activities
- ⇒ Undertaking residential
- ⇒ Drugs and alcohol awareness
- ⇒ Health focused issues such as teenage pregnancy advise etc
- ⇒ Implementing policies and procedures
- ⇒ Improving skills (e.g. arts, sport etc)
- ⇒ APIR/MIS
- ⇒ Youth involvement
- ⇒ Counselling
- ⇒ Capacity building of the voluntary sector management committees/volunteers

SIGNIFICANT PRACTICE EXAMPLES FROM THE SERVICE

PERFORMANCE REVIEW : 2001 - 2003

It is not always possible to reflect the many highlights of the Service's work over the years, but an attempt is here made to give a flavour of some of the more sustaining and creative opportunities. The examples provided are in no order of importance or priority.

- ◆ Developed a youth work curriculum framework for the local youth service:
Activities and opportunities for young people – A Curriculum Framework
- ◆ Addressed geographic under resourcing of youth provisions in the south (and west) of the Borough by supporting and developing strong partnership arrangements with local voluntary youth and community associations. This saw an increase in youth club provision rise from 3 in 2001 to 9 by end of 2003. Thus:
 - 1.1. KETRA to leveraging funding from NYA
 - 1.2. Opened up the Langbourne Youth Club on the Kingswood estate
 - 1.3. Three Hills Youth Project;
 - 1.4. Post Box Youth Club;
 - 1.5. Dulwich 2000 Youth Club.
 - 1.6. Opened up the Brandon youth centre on the Brandon estate

Case study 1

8 young people with mental and physical disabilities chose to participate in a 3 days residential challenge programme at the Arethusa Adventure Centre in Rochester, Kent. The young people were supported in making choices about the types of activities to undertake. They chose to undertake abseiling, sailing, and horse Riding.

The residential saw the young people bond as a group through having to work together to accomplish many of the tasks and the challenges faced by the programme. They showed a considerable amount of patience and tolerance to each other as they were placed in a new closed and confined setting. For the first time they experienced the thrill of 'letting go' through the abseiling experience. Horse riding was particularly exciting for the young people as most of them had never ridden, seen or touched a horse prior to this activity. The group was nervous about this new adventure but with the reassurance from staff, that took a great deal of patience and time, the young people over came their fear and successfully achieved the task.

- ◆ Through support from the Neighbourhood Renewal Fund (NRF), established a detached team across the three Areas of the borough (North, central and South).
- ◆ Established Internet cafés at the Aylesbury, Bellenden and YC4B. All are now integral to the development of Access Points within the Service as part of the wider Connexions delivery

- ◆ Established Faces in Focus as the second First Stop Shop in the borough. Access to the centre in its first three months of opening has shown a three fold increased participation.

Case study 2

The 15 young people who currently made up the Peckham Youth Forum networked with many youth projects and forums through the borough encouraging involvement with the Festival.

Two days were set aside for auditions for the event hosted by the 15 young people from the Forum. 100 acts were successfully chosen by the young people that were presented on the day.

The many participating organisations and Forums provided young people with information regarding issues on sexual health and other youth service provision throughout the borough. Two of the main information contributors were Karrot mobile bus which provided Internet access and the Brook Advisory Service who provided sexual advice and health.

- ◆ Expanded the Summer University programme from 3 weeks to 4 weeks. Over 100 courses with over 1000 young people enrolled this year. The 'peer motivators' took total responsibility for organising the Award ceremony.
- ◆ Established a Youth Inclusion Programme, through the NRF, at two secondary schools in the borough.

Case study 3

Twenty young people, aged 15 – 17yrs were registered on the Uproject programme, which targeted those young people who had just left school and were not sure what they were going to do after the summer. Participants were divided into four groups, each group followed a common programme around communication and teamwork skills.

At the end of the project young people initiated the beginning of a youth group to continue this project. A group of young people is working on developing the promotion for next summer and have begun to be involved in community initiatives as a volunteer. A number of them have decided to continue their education at college.

- ◆ Youth Carnival now firmly established as part of the summer provision – attracting over 300 young people
- ◆ Established the Peckham Young People's Magazine, which has won a number of awards for involving young people (e.g. Phillip Lawrence Award).
- ◆ Re-opened and refurbished the Damilola Taylor Centre in Peckham including the establishment of an 'academy' for basketball development with London Towers

Case Study 4

Mark was referred to a PA in April 2001 because of prolonged absence from school, after an incident when he was accused of carrying a knife. He was a Year 11 pupil, who had not attended school since September 2000 (8 months absence).

Mark has lived with his maternal grandmother since he was a few weeks old. His mother was sixteen when Mark was born, and as she felt unable to cope with a new baby, his grandmother looked after him. His mother had five more children with another partner, but his mother and step-brothers and –sisters were all tragically murdered in a house fire, approximately seven years ago. Since then, Mark's grandmother has suffered from severe depression, and Mark has become her carer. Mark's method of dealing with all the pressures around him are twofold: he gets violently angry, and he overeats. At present, he is severely obese. Mark has an SEN Statement for moderate learning difficulty, and he does not enjoy academic work.

Initial visits to Mark and his grandmother paved the way to build a relationship. At the first meeting, Mark was looking at college prospectuses to try and find a suitable course. We had a few abortive meetings, when Mark either ignored me when I knocked on the door, or specifically went out when I was due, but over time, these abortive meetings lessened in number. Mark had an interview with the local college, to join a course of supported learning, lasting for one, or possibly two years. I went with him to the college, and spoke to the tutor. He was accepted on the course, and started in September 2001. Before this, I helped his grandmother sort out her benefits, and when Mark wanted to apply for an Education Maintenance Allowance (EMA), I helped them both to fill out the form, and for Mark to open a bank account, which was necessary for the payment of the allowance. I also acted as a contact point for the family, for ensuring that the EMA was paid on time.

Recently, Mark's grandmother has contacted me, asking me to try to sort out some difficulties that Mark is having with other students at the college. I arranged a meeting with his course tutor, so that we could work out the problems, and then I went to see Mark and his grandmother. Mark may want to change colleges, and go somewhere else, but I am trying to avoid that, by working closely with his tutor. Although Mark has had counselling in the past, he probably needs to work on his anger management. His grandmother is concerned that, if he does not control his temper, and if he continues walking away from his problems, rather than dealing with them, he will find himself in trouble with the police, and/or unable to find training or employment. He will probably need specialist help, but there could be an issue if he refuses help.

- ◆ Developing a young people's website as part of the TYWDF programme with Peckham Voluntary Sector Forum (PVSF). The E-Youth project will be launched in March 2003.
- ◆ The Southwark Youth Council established and office opened at the Fast Forward Youth Centre. Through the SYC, young people are involved in the UK Youth Parliament and sit on the LMC. The Ethnic Minority Youth Forum was also established and launched over the Summer. Young people from Southwark have been involved in the development of a Youth Board and the production of a 'Youth Charter'.

Case Study 5

Perry is a pupil in year 9 of the school. He was referred to me by his Head of Year because of truanting, disruption in class, lying and smoking in school. His form tutor, his Head of Year and his mother are all concerned that Perry's behaviour will lead to him being permanently excluded from school with no qualifications, and few prospects for continuing into further education or training.

Perry is the second of four boys, and lives with both birth parents and his three brothers. His mother does not work; his father is an Army Cadet Instructor. He has reasonable relations with both parents, although it can be very confrontational at times. When he was young, Perry was a self-harmer, although, according to his mother, this has now stopped. When there is an argument at home, Perry will often walk out of the house, and find somewhere quiet and secluded, and cry, and his mother accepts that he is not a particularly happy young person.

Perry and I have only just started working together, and it seems clear that some form of intervention is going to be needed to help Perry to improve his behaviour. He accepts that he does not enjoy school, and that he rises to any form of provocation in the classroom. If a teacher shouts at him for not paying attention, he shouts back, until he is excluded. He also hides during lesson time, so that he can have a crafty cigarette without being noticed. My work with Perry involves monitoring his attendance in class, as well as dealing with his anger.

Perry sees the school Counsellor on a regular basis; although the Counsellors in the school will not divulge any information about a client, I believe that Perry's previous (and still latent) tendency to self-harm may be a focus of his time with the Counsellor.

- ◆ Young people's attendance/participation continues to improve:
 - 14% of young people in the target 13 – 19yrs age range reached (12% in 2000/001)
 - 111,149 attendance recorded in 2000/001 and 106,000 recorded in 2001/002¹⁹ with the 2002 figures reflecting an increase on the same time in 2001(at Dec'002).
 - Black and minority take up of provisions is above the 2000/001 level by 2% (42% in 2000/001 and now 44%)
 - Take up of the Duke of Edinburgh's Award in schools has increased from 3 schools in 2000/001 to 5 in 2002.
 - Greater take up of the Youth Achievement Award programme
 - Over 5,000 young people engaged over the summer on a range of projects, including Summer Splash.
 - 15 young people from Peckham took part in the Camp America experience.

¹⁹ This was largely due to the closure of the Warwick Park Centre (renamed Damilola Taylor Centre), which attract close on 12,000 attendance annually. Were this centre opened between Sept'01 and July '02, attendance would have exceeded 111,000. Based on national data through the NYA, Southwark returned the highest level of attendance 2001/002 (latest figures).

IMPLEMENTATION OF THE PLAN

The implementation of the Youth Service Plan will take the following form:

When	Action	Comments
January 2003	<p><u>Report to Members</u></p> <ol style="list-style-type: none"> 1. Youth Service Plan 2. Youth Service Grants programme <p><u>Other consultative processes</u></p> <ol style="list-style-type: none"> 1. Youth Service Plan to GOL 2. Youth Service Plan to CLCPB 3. Consultation with young people/vol. sector 4. Report to Children and Young People's Partnership Board; DAT-Youth Task Group; Youth Crime-sub-group; LMC: Teenage Pregnancy Forum; S'wark Alliance/Neighbourhood Renewal 	<p><u>Setting the strategic imperatives</u></p> <p>This phase is marked by consultation and agreeing the vision.</p> <p>As a result of the consultation process with the voluntary youth organisations a number of key initiatives will be established in 2003/004. These features have been incorporated into the grants programme reporting cycle (e.g. 'Training Assistance' programme now reflect support to young people aged 13 – 19yrs to access informal personal education and training opportunities such as, for example, international conferences etc as part of an organised programme; the 'small' grants programme now reflect assistance to meeting cost of renting halls etc (i.e. to meet <i>Youth Standard 5: all youth provisions to be accessible for a minimum of 4 hours per week</i>).</p>
February 2003	<p>Summer programme planning co-ordination process begins</p> <p>Quality Assurance framework established</p> <p>2002/003 monitoring and evaluation process starts (i.e. Area conference)</p> <p>Inaugural meeting of the Chairs Forum: confirming the Partnership Agreement</p>	<p><u>Confirmation and consolidation Phase</u></p> <p>This phase is marked by the need to confirm and secure the buy-in to the vision and the strategic direction.</p>

	Revised registration and small grants programme criteria circulated	
March 2003	<p>Launch event to include:</p> <ol style="list-style-type: none"> 1. Youth Service Plan 2. Curriculum Framework 3. QA Framework <p>Unit/Action Plans agreed across the local youth service</p> <p>Performance management Scheme: annual appraisals</p>	<p><u>Implementation Phase</u></p> <p>Putting the Plan into action</p>
April – August 2003	<p>Summer programme in place across the borough</p> <p>E-Youth website formally launched</p>	
September 2003 – December 2003	<p>Youth Service Annual Report published: 2002/003</p> <p>Planning cycle begins for 2004/005</p> <p>Grants programme 2004/005 advertised</p> <p>Mid-year appraisals</p> <p>Budget setting process underway</p>	<p><u>Planning Phase</u></p> <p>Marked by the need to capture the mid-year position and preparing for the next year: 2004/005</p>
January 2004 – March 2004	<p><u>Report to Members</u></p> <ol style="list-style-type: none"> 1. Youth Service Plan 2. Youth Service Grants programme 	<p><u>Setting the strategic imperatives</u></p>

APPENDICES

Appendix 1: Relationship between Youth Service, Partnerships and Strategic Plans

Appendix 2: Strategic Objectives: Action Plan

Appendix 3: How the Youth and Connexions service meets the strategic challenges

Appendix 4: Structural diagram of the Youth and Connexion Service

Appendix 5: Summary of relationship between Council priorities and Youth Service objectives

Appendix 6: Youth service voluntary Sector priorities and criteria: 2003/04

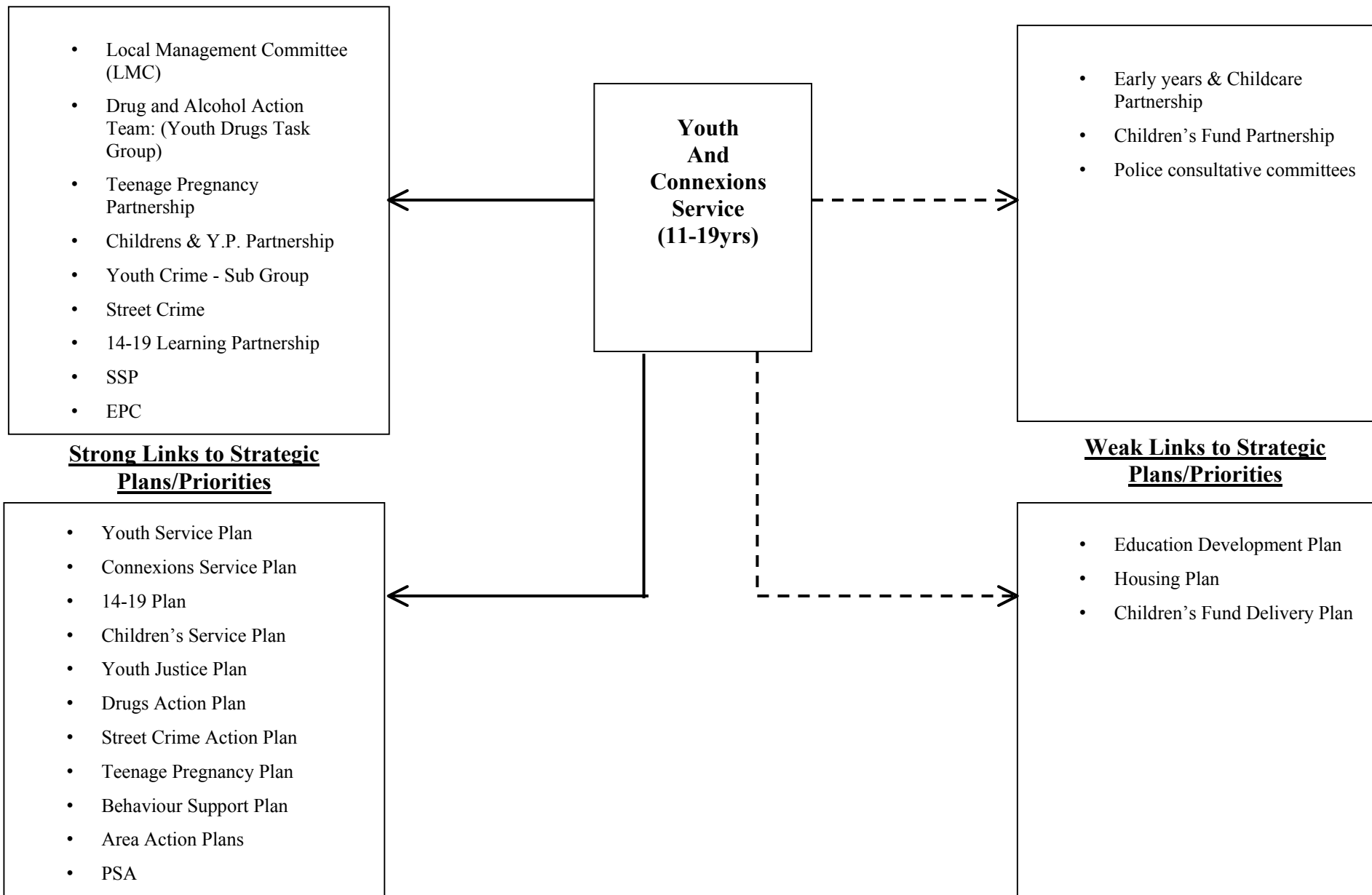
Appendix 7: Draft statement of Partnership between Southwark Youth and Connexions Service and Voluntary Youth service Organisations (version 3)

Appendix 8: Local Youth Service Chairs Forum

Relationship Between Youth Service, Partnerships and Strategic Plans **Appendix 1**

Strong Partnership Links

Weak Partnership Links




Appendix 3

How the Youth and Connexions Service meet the challenges

<p>Strategic issues</p> <p>↳</p> <p>Challenges</p> <p>↓</p>	<p>Policies and programme designed with young people's needs and priorities in mind</p>	<p>Early intervention</p>	<p>Co-ordination and leadership</p>	<p>Continually improving services (Quality assurance)</p>
<p>Relationship to the Connexions Service</p>	<ul style="list-style-type: none"> All 13 – 19yrs youth work and resources planned, managed and delivered as part of a joint working agreement between the Youth Service and the Connexions Partnership. Funding through the DfES will be conditional on the Youth Service and the Connexions Partnership demonstrating an active commitment and contribution to shared aims, objectives and targets 	<ul style="list-style-type: none"> Establish Information, advice and guidance service (First Stop Shops & Access Points) Magnet activities to meet personal and social development needs of 13 – 19yrs Personal Advisors deployed in voluntary, community and statutory services to meet targeted needs of young people (intensive work) 	<ul style="list-style-type: none"> Responsibility for the delivery of the LEA CXS contract and the Charring of the LMC Production of a 3yrs Development Plan 	<ul style="list-style-type: none"> assembling and sharing knowledge of 'what works' in services for young people, including the spread of good practice, new research and evaluation (e.g. APIR, Best Value, Ofsted framework for inspecting CXS/Youth Service)
<p>Meeting the Transforming Youth work agenda</p>	<ul style="list-style-type: none"> Improved clarity of mission, methods and criteria of successful performance Improved quality and types of provision Having in place effective mechanisms for listening to young people. Continuing professional training and updating Improved marketing and communication 	<ul style="list-style-type: none"> preventative opportunities to dissuade young people from involvement in activities that may lead them into anti-social behaviour which would prevent the development of human and social capital youth work curriculum to locate social and personal development programmes (i.e. 'keeping young people in good shape') 	<ul style="list-style-type: none"> ensuring effective structures are in place to take forward the local agenda and ensure partnerships are developed and to ensure coherence and co-ordination (e.g. voluntary sector) Production and development of 3yrs Youth Service Plan accessing and using funding streams effectively 	<ul style="list-style-type: none"> assembling and sharing knowledge of 'what works' in services for young people, including the spread of good practice, new research and evaluation (e.g. APIR, Best Value, Ofsted framework for inspecting CXS/Youth Service) fostering research and innovation

<p>Strategic issues</p> <p>Challenges</p>	<p>Policies and programme designed with young people's needs and priorities in mind</p>	<p>Early intervention</p>	<p>Co-ordination and leadership</p>	<p>Continually improving services (Quality assurance)</p>
<p>Implication of Services to Young People Strategy</p>	<ul style="list-style-type: none"> • Lead responsibility for youth support development: Youth and Connexions Service 	<ul style="list-style-type: none"> • providing social educational programmes, derived from a curriculum framework, which supports young people's development in citizenship, the arts and in personal and social life skills for 13 – 19 year olds offered in all youth clubs/centres, through residential experiences, peer education and project based opportunities; • providing out of school hours learning and behaviour support, with particular reference to the co-ordination of provision for 'summer' • ensure that all young people have access to advice, support and positive and enjoyable experiences to help them make informed choices, expand their horizons, make a positive contribution to their community and achieve their full potential. 	<ul style="list-style-type: none"> • Providing strategic direction for the delivery of the local youth service and the Connexions Service in the borough • Lead on Objective 12 of Youth PSA • Lead role on Youth Drugs Task Group (DAT) 	<ul style="list-style-type: none"> • Quarterly report on PSA target • Establish Quality Assurance measures to meet the Ofsted inspection requirements • Recognise and celebrate the achievements of young people and their contribution to the well being of the community;

<p>Strategic issues</p> <p>Challenges</p> 	<p>Policies and programme designed with young people's needs and priorities in mind</p>	<p>Early intervention</p>	<p>Co-ordination and leadership</p>	<p>Continually improving services (Quality assurance)</p>
<p>Relationship to the Local Strategic Partnership (LSP)</p>	<ul style="list-style-type: none"> Meet Community Strategy objectives: Tackling Poverty; Raising standards in schools; cutting crime and fear of crime 	<ul style="list-style-type: none"> NRF supported YIP and Detached work in priority neighbourhoods 	<ul style="list-style-type: none"> Reports to Strategic Director of Education and Culture Reports to S'wark Alliance (LSP) 	<p>assemble and share knowledge of 'what works' in services for young people, including the spread of good practice, new research and evaluation</p>
<p>The establishment of Community Councils (CC)</p>	<ul style="list-style-type: none"> Ensuring joined up working & coherence across CCs on matters relating to young people Identify and secure the mix of young people focused provision within the locality 	<ul style="list-style-type: none"> Establish youth task groups across CCs Establish CC Youth Forums 	<ul style="list-style-type: none"> Co-ordinate Summer provision across CCs Lead on young people agenda across the CCs 	
<p>Implication of the 14 – 19 curriculum development</p>	<p>The Green Paper, <i>14 – 19: Extending opportunities, raising standards</i>, seeks to develop a range of opportunities that compliments the national curriculum by offering a 'matriculation' Diploma which recognises young people's experiences outside the classroom</p> <p>Work-related learning and citizenship education through non-formal educational settings will be a key feature of the 14 – 19 curriculum.</p>	<ul style="list-style-type: none"> Pilot Pathfinder programme to show that a coherent 14 –19 phase can be achieved in a variety of locations with different social circumstances and different mixes: <ul style="list-style-type: none"> - Enterprise education - Enhanced advice and guidance Approach embedded in the youth work curriculum (i.e. '<i>keeping young people in good shape</i>') 	<ul style="list-style-type: none"> Programme linked to YIP (NRF – see above) Youth Service/Connexions represented on Management Partnership Board (Pilot/Pathfinder prog.) Youth and Connexions represented on 14 – 19 Learning Partnership 	<ul style="list-style-type: none"> External support/evaluator Ofsted or ALI inspections Termly progress reports – manual of best practice

Appendix 6

YOUTH SERVICE VOLUNTARY SECTOR PRIORITIES AND CRITERIA: 2003/004

Introduction

In line with the council's priorities, the Youth Service will work to meet the following corporate objectives:

- **Tackling Poverty** – to improve facilities for young people
- **Cutting crime and the fear of crime** – prevent young people from becoming involved in crime and anti-social behaviour through a range of diversionary activities and education based projects for young people
- **Raising standards in our schools** – to empower communities through learning

We are ambitious for young people growing up in Southwark. They are the area's future and its most precious asset. They should have every opportunity to enjoy life and to develop and learn to their full potential. We want to challenge and stretch the world around them. They should become active contributors who add value to their local community and participate effectively in society, learning and the economy.

In particular, over the next year, Southwark Council and its partners will take action to:

- 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.
- To raise the educational attainment level of all young people in Southwark, irrespective of their starting point in life, to make learning effective and life enhancing.
- To raise awareness, participation and achievement of young people post 16 – 19 yrs
- To provide generic centre-based, project based, detached and outreach youth work programmes to provide for young people's social and personal learning.
- To promote intervention and prevention actions to address the causes of disaffection and exclusions. These include helping young people avoid crime, live healthily, including avoiding drug and alcohol misuse and teenage pregnancies, and achieve qualifications and gain employment.
- To counter and reduce the offending activity of the minority of young people who engage in serious anti-social and criminal behaviour.
- To develop ways to ensure that young people have a strong voice in the design and delivery of services which impact on them.

In line with the council's overarching vision for young people, the youth service will give priority to projects that meet the following priorities:

- Providing information, guidance and counselling for young people in line with the Connexions Strategy.
- Providing social and personal education for young people aged 11-16 years old through general youth club activities, detached or outreach work.
- Providing opportunities for young people to be actively involved in decision-making at a local and borough level, which could include peer education.
- Providing employment and training opportunities for those young people aged 16-19 years old, who have left formal education without formal accredited qualifications.
- Providing programmes that help young people avoid crime, including avoidance of drugs and alcohol misuse and the reduction of disaffection and exclusion.

Small grants

- Youth work activities for uniformed organisations and smaller voluntary youth organisations including project work, setting up costs, purchase of equipment.
- Training – (e.g. “one-off” workshops, courses or conferences on issues relevant to the youth work curriculum; assistance to young people aged 13 – 19yrs to access informal personal education and training opportunities such as, for example, international conferences etc as part of an organised programme).

Criteria

The organisation should meet the following:

- To work within the Partnership Agreement framework as part of the conditions of Grant Aid (COGA) - in particular, to ensure that there is representation at the annual evaluation event.
- To show a commitment to programmes of work which challenge racism and sexism and other forms of discrimination.
- To show you plan for activities, keep records efficiently and evaluate your services effectively.
- To provide opportunities for young people to raise their personal levels of achievement by offering programmes to increase their knowledge, develop appropriate skills and help them to move on to new challenges.
- To show you are actively seeking other sources of income to maximise your service and activities. (You will be expected to demonstrate that you are receiving other sources of income as match funding).

- Where appropriate, to keep to the Children's Act and to particularly bear in mind the following:
 - a) the safety and security of children and young people.
 - b) suitable premises.
 - c) staff numbers.
 - d) appropriate experienced and skilled staff.
 - e) procedures for checking staff that come into contact with children and young people.

In addition:

i) Building-based clubs funded for full-time Youth Workers are expected to:

- provide at least 12 hours of evening activities each week (i.e. as a minimum 4 evenings each week).
- have a regular weekend programme
- have average attendances of 30 young people each evening/session.
- provide activities up to 44 weeks each year.

ii) Building-based clubs funded for part-time Youth Workers are expected to:

- provide at least 6 hours of evening activities each week (i.e. run a minimum of 2 evenings each week).
- have average attendance's of 30 young people each evening/session
- provide activities up to 44 weeks each year