

Youth Support & Development Service

Service Strategic Plan 2003-2006

Service Delivery Plan 2003-2004

Contents

Context	3
London Borough of Barking and Dagenham	
Overview	4
Youth Population	7
Educational Data	8
Youth Employment	10
Unemployment Rates	12
Youth Support & Development Service	
LEA Overview	13
LEA Linkages	16
Structure	17
Priorities	18
Resources	19
Partnerships	20
Strategic Plan 2003-2006	22
Delivery Plan 2003-2004	23
Priorities	25
Targets	26
Involving Young People	27
Equality & Diversity	28
Quality & Staff Development	29
Monitoring & Evaluation	30
Connexions	
Overview	31
How it will Achieve Outcomes	32
Priorities & Resources	33
Structure	34
LDP Priorities	35
Glossary	36

Context

This Strategic Plan (2003-2006) and Service Delivery Plan (2003-2004) has been developed as a result of the *Transforming Youth Work* documents - **Developing Youth Work for Young People** and **Planning for the Local Authority Youth Service: 2003-04 Guidance**. It takes into account the specifications and expectations laid out in the **Resourcing Excellent Youth Services** document in relation to sufficiency and builds on the progress that the Youth Support & Development Service (YSDS) has made following the major review and restructuring completed in 2000.

The Youth Support & Development Service already had a Service Action Plan in place, much of which is relevant to the expectations laid out in the aforementioned documents. This has created a position where the link with a national Common Planning Framework is a natural extension of ongoing, local YSDS practice. There are differences, but there are many similarities.

The review of the then Youth Service created a position where the new service, renamed Youth Support & Development Service, engaged more effectively with other LEA services. Additionally it emphasised that an educational base was critical for all YSDS activities and programmes.

The priorities laid down at that time, and the subsequent organisational developments that were put in place, enabled the service to be in a position to seamlessly endorse the aims and objectives of the Connexions Service which were launched the following year.

Whilst it would be true to suggest that the Youth Support & Development Service in Barking & Dagenham has endorsed and implemented a modernised agenda, it would also be true to state that there are a number of challenges to be met to complete the exercise.

The London Borough of Barking & Dagenham Overview

Barking and Dagenham is one of the smaller London Boroughs in terms of area and population. It is situated on the eastern outskirts of Greater London and covers 3,680 hectares. It lies on the north bank of the Thames and has excellent transport links into central London via the road, rail and underground networks. The borough is also in close proximity to the London City Airport and the proposed channel tunnel Rail Link.

Population

The population is approximately 165,359 and is expected to grow steadily over the next 10 - 15 years. This in part can be attributed to the borough's extensive new house building programme which includes Barking Reach. In 1994 there was a boundary change which resulted in an increase of approximately 10,000 people in the borough.

The number of children under 15 has risen since the 1991 census and is set to increase with the progress in house building. According to GLA projections, the population aged 0-15 in 2002 make up 23.2 per cent of the population (38,466 children). This is 2 percentage points more than in 1991 and represents an increase of 7,538 children. Figures for 2006 show a further increase. The numbers of 15 - 19 year olds are also set to rise. Figures since 1991 have increased from 8,670 in 1991 to 10,834 in 2002 and based on the GLA forecast this trend is expected to continue. Without the effects of the programme of house building, birth rates are showing an overall decline. However the net effect is expected to show an increase.

The borough's residents are predominantly working class. Under 14% of children are in high social class households, which is well below the national average of 31% and below the average for those boroughs identified by Ofsted as statistical neighbours of 19%. Only 10% of children are in households where the head has a higher educational qualification. This is by far the lowest proportion in London and significantly below national norms of 13.5% and below that for our statistical neighbours at 8%. Data is derived from the 1991 Census and will be updated when the Census 2001 data is available.

Ethnic Mix

Barking and Dagenham has one of the smallest ethnic group populations in London. At the 1991 census 6.8% of the population were from ethnic minority groups, although this has since grown.

There has been a recent influx of about 1,000 refugee and asylum seekers from Kosovo, many of whom are single males. Between January 2001 and January 2002 the number of asylum/refugee children on roll schools in Barking and Dagenham has almost doubled (from 294 in January 2001 to 588 in January 2002). There are many languages spoken in Barking and Dagenham and these include: Arabic, Bengali, Cantonese, French, German, Greek, Gujerati, Italian, Punjabi, Serbo-Croat, Swahili, Somali, Turkish, Urdu and Vietnamese and more recently Albanian.

Housing

There are over 69,000 homes in the borough, of which the council owns 26,380 (with around 14,500 properties having been sold through the Right to Buy scheme). There have been over 1,550 homes developed through Housing Associations' new build and purchase of street property schemes. The borough has 55 tower blocks, mainly concentrated in the Barking area. Major refurbishment of the council's stock is taking place over an 8-year period via its Shape Up for Homes programme. The borough has a programme for housing development over the next 3 years. The main development is on Barking Reach where a total of between 10,000 – 12,000 homes are planned. Other major developments include South Dagenham which could provide an additional 5,000 new homes, Barking Town Centre with the possibility of 4,000 new homes and the development intended for Lymington Fields which is expected to support over 500 homes. There are also proposals for the development of the UEL site on Longbridge Road. As more information becomes available the LEA will be better able to assess the impact on school places.

Local Economy and Unemployment

Along with the national average, unemployment in the borough has declined in recent years, from 14.2% in 1993 to 5.2% in January 2000 and to 4.5% in July 2002 (ONS Claimant Count). New companies are attracted to the borough due to the borough's proximity to London and good transport links. The Council has also been successful in a number of major economic and social regeneration projects and is working towards a range of initiatives to improve both the infrastructure and physical environment of the borough. This has brought a range of opportunities in the construction field offering employment to a high number of people with construction skills.

There are several major manufacturing plants located in the borough, including Ford Motor Company, Welbeck Steel Services Centre and the international pharmaceutical company, Aventis Pharma (formerly known as Rhone-Poulenc Rorer) which employs 65,000 worldwide. Although the radical reorganisation of Ford at the Dagenham Plant means that cars are no longer being manufactured, Ford have made a multi-million pound investment in diesel engine engineering and manufacturing over five years and Dagenham remains as London's largest industrial centre.

Barking and Dagenham is experiencing growth in the retail, leisure and care sectors. The care sector accounts for 10 per cent of employment in the borough and a further 5 per cent growth is forecast in 2002.

Indices of Deprivation

Barking and Dagenham ranks amongst the most deprived areas in England. It is the 24th most deprived authority of the 354 districts in England according to the Department for Environment, Transport and the Regions index of local conditions to measure levels of deprivation 2000. Since the demographic profile of each of the borough's wards is strikingly similar, the rankings of individual wards are within a relatively narrow range.

There are however, wards that can be identified as having a higher rating such as Longbridge and Chadwell Heath and those identified as having the worst such as the old Fanshawe ward (now part of Parsloes) and Gascoigne. Generally those wards with the worst ranking are deprived in terms of employment opportunities, health, unsatisfactory housing, low income, lack of qualifications, child poverty and poor geographical access to services. Higher ranking wards still exhibit a high level of social need with levels of deprivation well above the England average. Data for the new ward boundaries is currently unavailable, the analysis above is therefore based on the old ward boundaries.

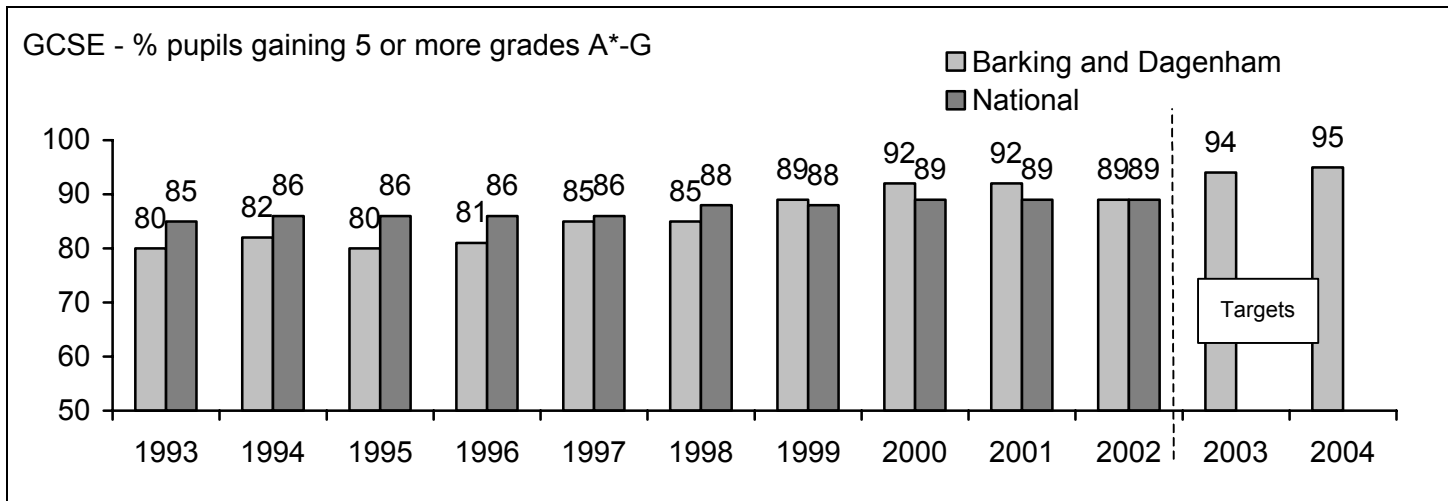
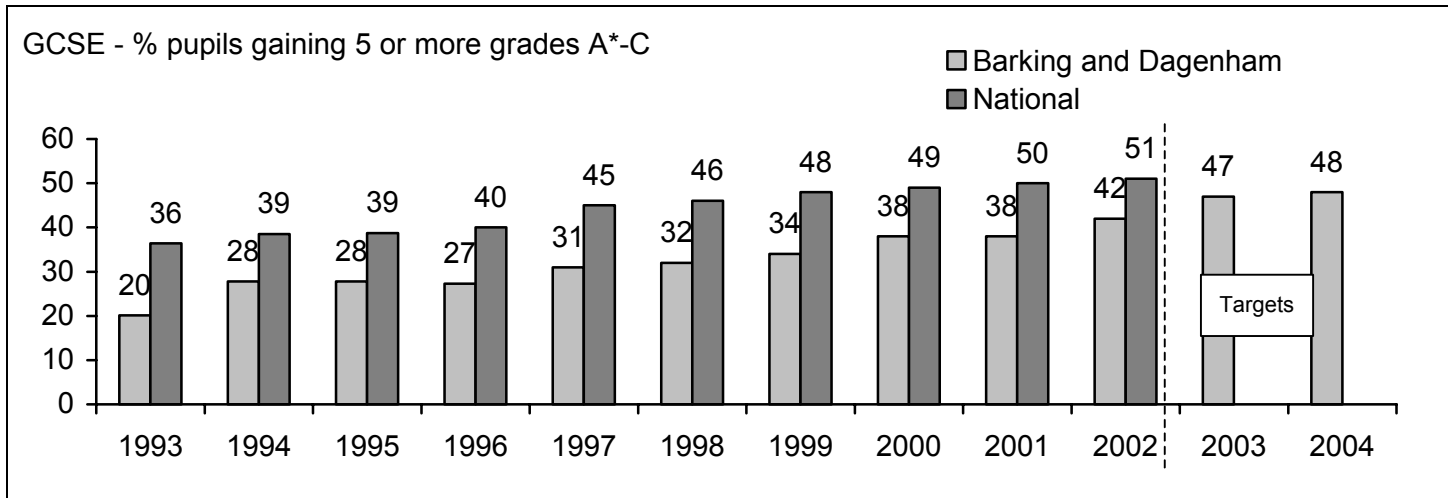
**Youth Population
(Barking & Dagenham 2001 Census Extract)**

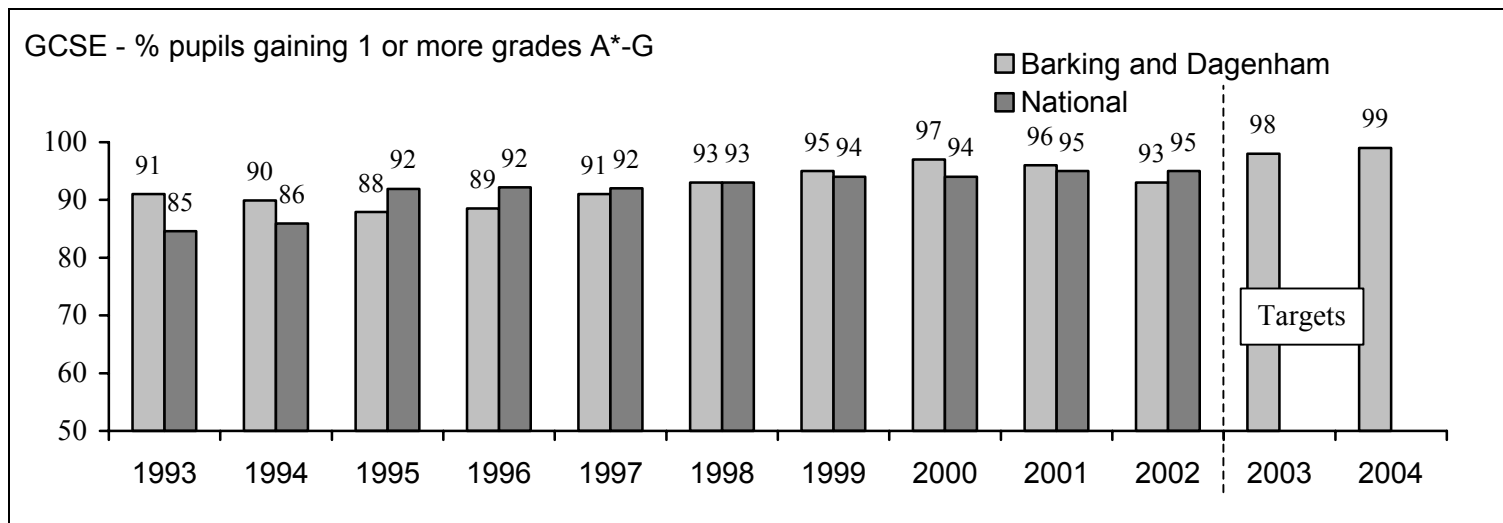
Age	Total	Male	Female
11	2259	1205	1054
12	2171	1183	988
13	2172	1154	1018
14	2055	1120	935
15	2284	1119	1165
16	2347	1145	1202
17	2091	1031	1060
18	2163	1085	1078
19	1985	982	1003
20	2187	1027	1160
21	2195	1027	1168
22	1973	912	1061
23	2090	953	1137
24	2125	969	1156
25	2176	1003	1173
11-25 Total			
	32273	15915	16358
13-19 Total			
	15097	7636	7461

Educational Data

Participation & achievement

GCSE





Education Development Plan Priorities

1. Promoting social inclusion
2. Raising standards in literacy at all levels of attainment
3. Raising standards in numeracy at all levels of attainment
4. Raising standards for primary children (Foundation Stage and Key Stages 1 and 2)
5. Key Stage 3 Improvement
6. Raising standards at GCSE and above
7. Attainment through support for school management
8. Improve the teaching and use of ICT in schools

Youth Employment

A look behind the raw figures of Barking & Dagenham's labour market 2002.

As a general overview in key skill occupational areas consisting of retail, engineering, clerical/admin, warehouse and practical based work, linked with qualifications and skills related to youth employment in a number of occupational areas, of which the findings and figures are as follows.

A total of 466 16 to 19 years olds were registered at the Connexions Centre in Monteagle Court as actively seeking work at the April 2002 return. Although this peaks and troughs across the year the statistical return for December 2002 showed this figure to be 550, it was found that approximately 40% of young people were looking for full-time Retail and Customer Service related opportunities with another 40% looking for Clerical/Administration opportunities. The remainder was made up by a practical emphasis with a first choice interest of approximately 10% into Engineering and 10% Warehousing. Employer recruitment from this age group has become more difficult to encourage and the level of vacancy requirement often outstrips availability. There will be pockets of interest for areas such as Care and Hospitality though generally recruited to after age 18. The Employer and vacancy teams spend a considerable time promoting young people though it is evident that the young people registered often do not match the qualifications profile that the Employer believes is necessary to carry out the tasks. Much emphasis therefore has to be placed on bringing realism to the job description so that young applicants can be considered.

Engineering:

In engineering the required criteria requested by companies were Double Science, Maths and English with Information Technology skills increasingly being sought. The position of basic motor mechanic would appear to be taking a decline with the advent of more sophisticated motor vehicles. This has prompted the industry to look for academic qualifications as a starting point and has therefore created a decline in employability for training within this highly technical service.

Retailing:

It was found that companies generally were not requiring high grade passes but specified GCSEs at a basic level in mainly Maths & English. They also requested good communication skills with a pleasant and friendly manner, enthusiasm and the ability to understand the products being sold.

As an overview it needs to be noted that most companies were offering part-time hours linked to weekends. This resulted in fewer jobs as young people were looking for full-time employment within this industry. It can be difficult to gain a position under these circumstances depending upon individual circumstances and level of support. Management positions were the only areas for full-time employment and thus required the more experienced or with additional qualifications.

Clerical/Office Admin:

It was found that this industry requirement was to be educated to reasonable standard with GCSE Maths & English. There is incidence of the traditional office junior being in decline as more and more workers now process their own correspondence and support functions. Skills required were good I.C.T. skills evidenced by ability to use popular packages coupled with good communication skills and telephone manner.

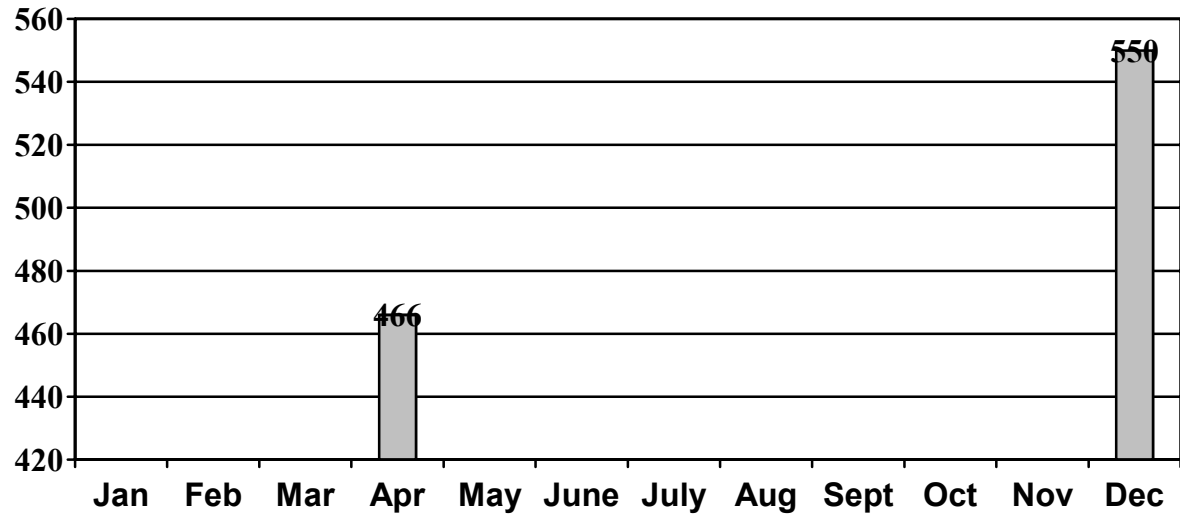
There are still good opportunities to be had within this industry but with an emphasis on IT, competence and an overall aptitude to do the job.

Warehousing:

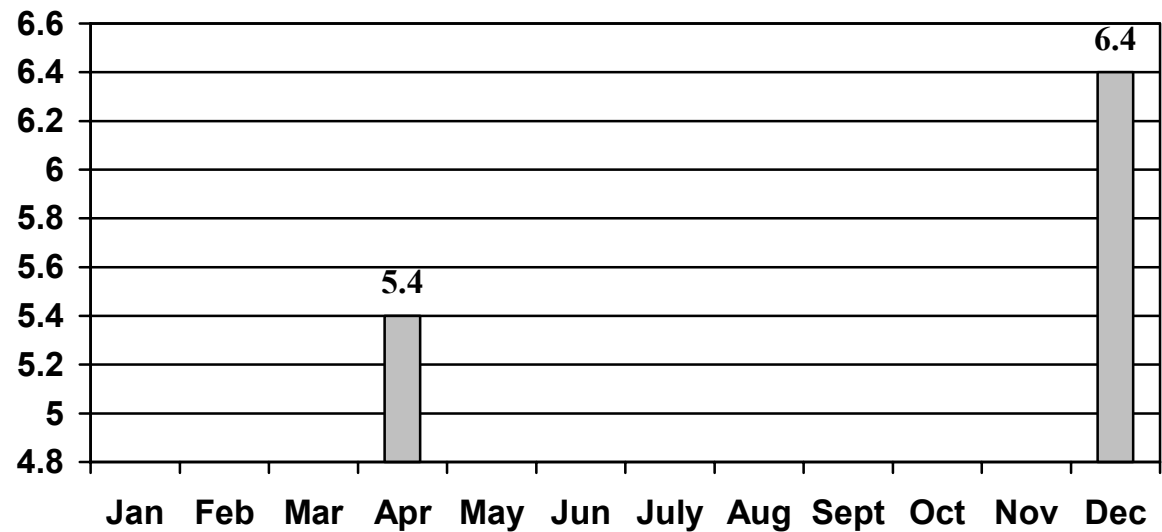
Again no formal qualifications generally required other than basic GCSE in Maths & English essentially to be able to demonstrate numeracy and literacy as part of the job role in order to act safely. I.C.T. skills were also required, as technology has moved into this industry and has much influence on stock control.

There were fewer warehouse jobs to be had compared to previous years but cold calls to employers yielded a small number of opportunities.

Unemployment rates



Figures represented as a % of total 16-19 population



Youth Support & Development Service

LEA Overview

In the summer of 1999 the Council brought together the previously separate areas of Education, Arts and Libraries into a single department. This restructuring marked the start of a new approach to Education, Lifelong Learning and Cultural Development.

The new department aims were to secure high standards of educational attainment, high quality opportunities for lifelong learning and excellent cultural facilities so as to improve the quality of life of the residents, assist in the regeneration of the area and to tackle social inclusion.

The Lifelong Learning and Inclusion Division was established within the new structure to raise standards and to pursue two main aims:

1. To bring coherence and direction to the Borough's provision for post-14 and post-16 education and training.

To do this, the various services contributing directly to this aspect of the department's work were brought together into a single division. This includes the **Youth Support and Development Service**, Trident, the Adult College, Careers Education, the Post-14 Team, the Education Business Partnership and Barking and Dagenham Training Services.

2. To drive up standards of education and to raise the stock of skills and qualifications acquired by the adult population.

The overriding aim of the Lifelong Learning and Inclusion Division is to work with the community and other relevant Council departments and agencies to significantly raise the stock of skills and qualifications within the community.

The team aims to contribute to the Authority's aspirational targets to eliminate the very low levels of attainment within its community and to make Level 2 in the basic skills an entitlement for all.

The need to raise standards in education and levels of qualifications is motivated by three central needs:

The Authority intends to be successful in regenerating its local economy (aided by ESF and SRB funds). It needs, therefore, to offer a skilled local workforce to potential inward investors.

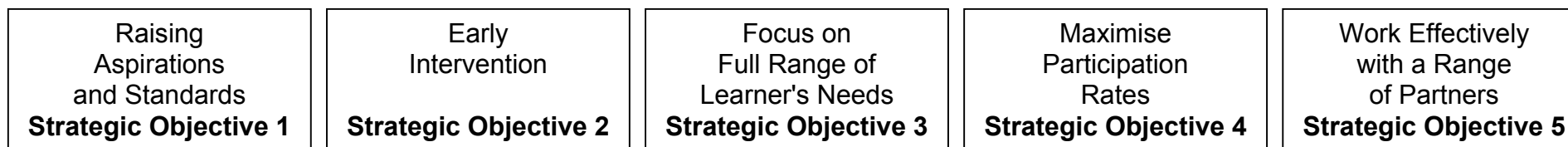
The Authority intends its community to develop in confidence. It needs, therefore, to ensure its residents have access to learning (both formal and informal) which will help develop personal interests, skills and competencies and extend choice.

The Authority wishes to continue to improve the educational standards achieved in its schools (currently amongst the fastest improving LEAs in the country). It needs, therefore, to ensure that the educational standards across the community as a whole are raised.

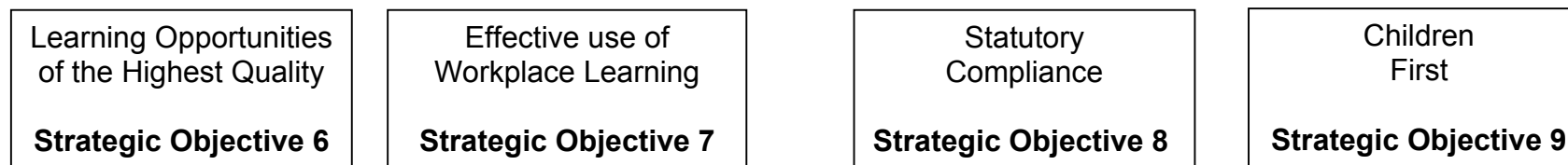
In order to deliver what is expected of the Division a set of strategic objectives for 2003-04 has been agreed. These objectives provide the division with a shared understanding and commitment to a set of common goals. They are presented as a Strategy Map as follows;

Strategy Map

Community First - Customer Perspective



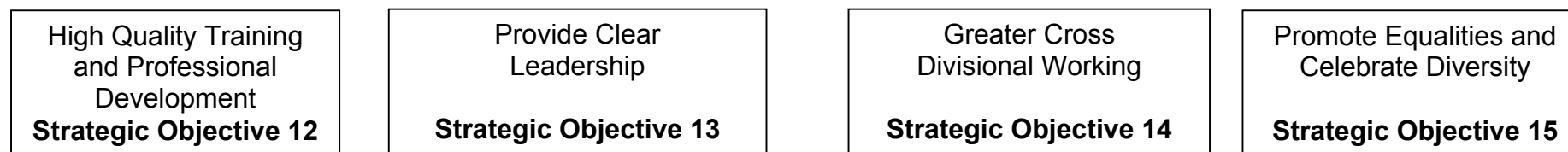
Performance Counts - Organisational Processes Perspective



Funding the Future - Financial and Resource Perspective



People Matter - Learning and Growth Perspective



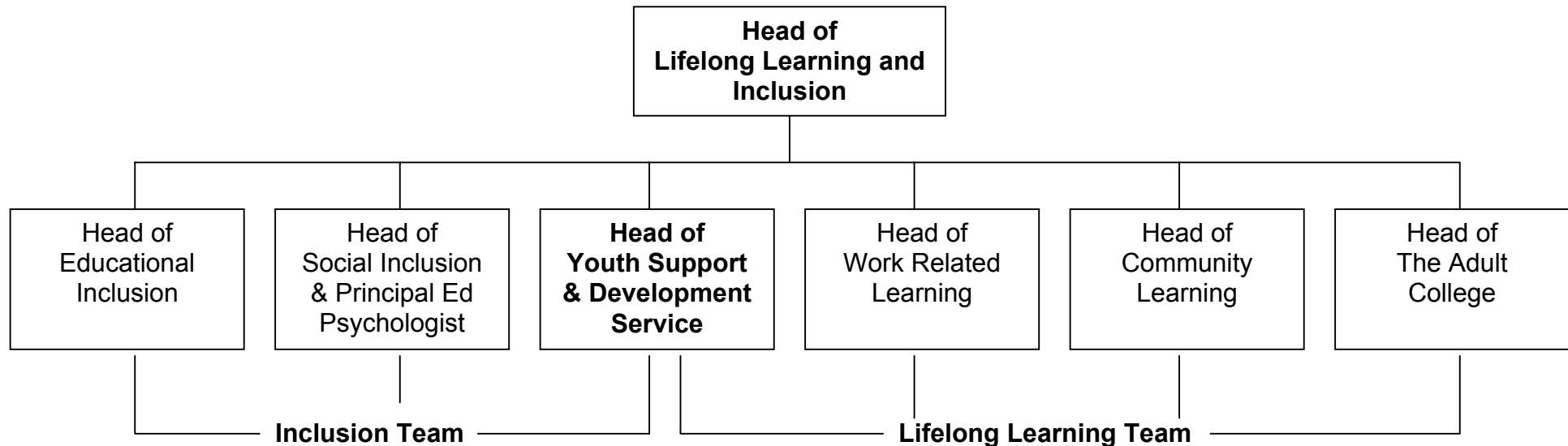
The Strategy Map is followed by a set of Strategic Objectives that will be used to assess the progress being made in relation to each specific objective. A summary implementation plan detailing specific actions or projects to deliver these objectives during 2003-04 has also been compiled. Finally, each service area has summarised its development, action or business plan into a standard format which completes the strategic objective setting and planning process for the Division. This new Youth Support & Development Service Development Plan will replace the current version contained in the 2003-04 Divisional Strategic Plan.

The Division is directly involved in the delivery of the London Borough of Barking & Dagenham's Community Strategy and has a significant role to play in, and a direct impact upon, the delivery of the Council's Community Priorities. These Community Priorities are based on the three core elements of the Barking & Dagenham 2020 Vision statement.

The realigning of the Youth Support & Development Service within the Lifelong Learning & Inclusion Division has created formal linkages where the YSDS engages fully with all of the relevant strategic Council and Departmental objectives within a framework that brings the variety of planning processes into a single coherent approach.

LEA Linkages

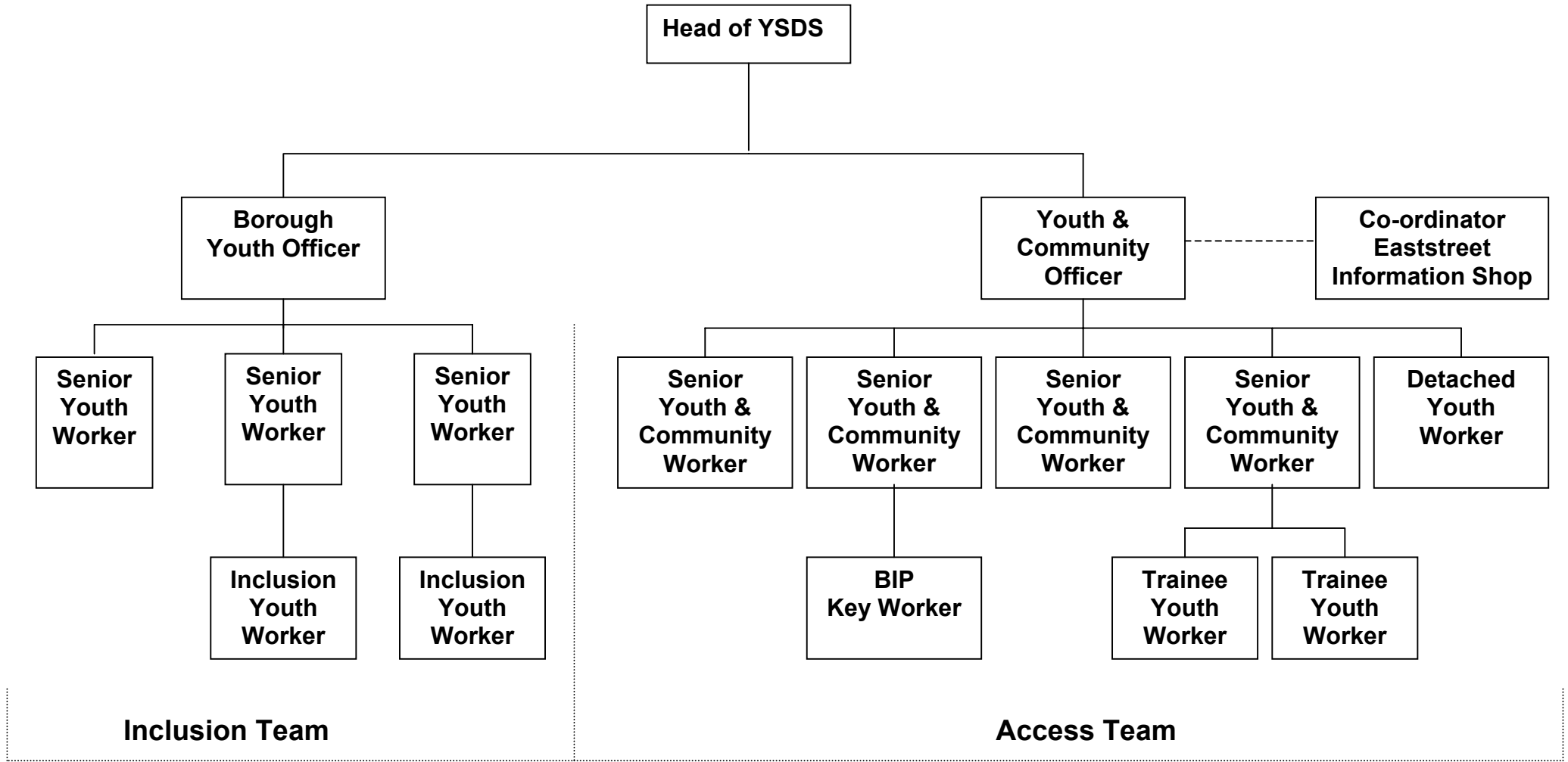
As indicated previously, the Youth Support & Development Service is located within the Lifelong Learning & Inclusion Division in the Department of Education, Arts and Libraries.



As illustrated, the YSDS is engaged with both team aspects of the Division's work. The Head of YSDS is a member of the Lifelong Learning Team, the Deputy Head of YSDS is a member of the Inclusion Team. This engagement allows an operational linkage with the work of the Division.

It creates opportunities for raising awareness and understanding of the contribution the YSDS can potentially make as well as planning joint work across the range of responsibilities and initiatives managed by the Division that are consistent with the Divisional Strategic Plan.

Structure



YSDS Service Action Plan (Priorities, Programmes and Targeted Groups 2002-2003)

Priorities	Programmes	Targeted Groups
<p>To provide accessible quality learning opportunities to meet the needs of young people 11-19</p> <p>To develop effective working partnerships with the voluntary sector and other council services & departments</p> <p>To make use of all available resources</p> <p>To ensure high quality service delivery</p>	<p>Health Education:</p> <ul style="list-style-type: none"> ⇒ Relationships ⇒ Sexual Health ⇒ Mental Health ⇒ Drugs & Alcohol <p>Social Skills:</p> <ul style="list-style-type: none"> ⇒ Self Awareness/Self Esteem ⇒ Communication Skills ⇒ Interpersonal Skills ⇒ Explore & Manage Feelings ⇒ Understand & Identify with Others ⇒ Values Development ⇒ Problem Solving ⇒ Negotiation Skills ⇒ Action Planning ⇒ Reviewing Skills <p>Empowerment:</p> <ul style="list-style-type: none"> ⇒ Young People's Participation ⇒ Life Skills ⇒ Advice & Information ⇒ Opportunities for New Experiences <p>Achievement:</p> <ul style="list-style-type: none"> ⇒ Accredited Programmes ⇒ Informal Education 	<p>Teenage Mothers</p> <p>First Time Teenage Fathers</p> <p>Young Women and Alcohol</p> <p>Young People at Risk of Exclusion from Statutory Schooling</p> <p>Young People Looked After</p> <p>Young People with Disabilities/Learning Difficulties</p> <p>Disenfranchised Young People</p> <p>Disaffected Young People</p>

Resources

2003-04 budget	
Base revenue funding	£920,000
External revenue funding	
• UK Online	£75,000
• TYWDF	£30,552
• SEND	Amount to be confirmed
• NRF	£40,000
LBB&D Capital funding	
• Beacon Youth Centre Upgrade	£720,000
Accommodation & Outlets	Beacon Youth Centre
	Oaks Youth Office
	Farr Avenue Cyber Cafe
	Sue Bramley Centre
	Eaststreet Information Shop for Young People
	Sydney Russell UK Online Centre
	Community Based Projects
	Detached Work
	Connexions Service Partnership Programmes
	Positive Activities for Young People Initiative
	Voluntary Youth Sector Partnership Programmes

Partnerships

Adult College	UK Online Centre
	Sue Bramley Centre
B&D Training Services	YSDS Social/Life Skills programme
Barking College	Farr Avenue Cyber Café
Children's Fund	Summer and Holiday Programmes
Community Safety Strategic Partnership	Head of YSDS is DEAL representative
Connexions	Various - see separate section
DAT	Voluntary Sector support
Eaststreet Information Shop for Young People	Service Level Agreement including secondment of staff, core funding, professional support and joint training, and youth work projects.
Health Authority	Healthy Eating Funded Programme
Housing & Health	Barking Foyer Project
Leisure Services	Young People in Parks Project (Teen Shelters)
PCT	YSDS Social/Life Skills programme
Police	Member of Police/Community Working Party
PRU	YSDS Social/Life Skills programme
Schools links	YSDS Social/Life Skills programme
Social Services	Adolescent Resource Team programme
Teen Pregnancy Strategy	Member of Strategy Group
YOT	Member of Strategy Group Community Based programmes (Youth Inclusion Programme)

<p>Vol Sector</p>	<ul style="list-style-type: none"> • Directory of Voluntary Youth Organisations: This Directory is in its 2nd edition and is a well produced glossy publication in two sections. The first section lists youth organisations in the borough that have registered with the YSDS; the second section lists services for young people. The registration process only accepts youth organisations that endorse CRB checks for all staff. This CRB check to be formally in place through the organisations parent/umbrella group or through the YSDS, which processes and resources the check. Currently there are 45 organisations listed in the directory with a number of applications being processed. It is our stated intention, with the agreement and support of the voluntary and independent sector organisations, to develop this registration process to include borough wide youth work standards as part of both the registration process and the information contained in future directories under each organisations listing. This is being developed in conjunction with the Young People's Workers Forum and the Transforming Youth Work Strand A initiative. • Voluntary Youth Organisations Forum: A long standing representative forum that meets quarterly and is chaired by the Deputy Lieutenant for the London Borough of Barking & Dagenham, Colonel Stephen Foakes TD DL. The Forum has 78 local voluntary youth organisations registered with it and is formally represented on the Connexions Local Management Group. • Young People's Workers Forum: Again, a long standing forum. It meets monthly and is attended by workers from the statutory, voluntary and independent sectors. Currently, the Forum has 99 workers from the borough on its invitation list with a high turnout at each meeting. • Joint Work: Various community and agency based programmes. TYWDF initiatives as well as thematic projects.
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Strategic Plan 2003-2006

The Strategic Plan for the Youth Support & Development Service is that which is illustrated in the LEA Overview on pages 12-14 supplemented with the Council and Department of Education, Arts & Libraries strategic plans.

Government priorities are endorsed both within the strategies above as well as within the YSDS Delivery Plan on page 23. This plan takes account of and reflects the proposals and requirements outlined through the Transforming Youth Work Initiatives as well as building on the developing relationship with the priorities set out following the LEA led Service review of 2000.

YSDS Delivery Plan 2003-2004

Brief description of the Service

The Youth Support & Development Service provides opportunities for young people between 11 and 19 years (the 13-19 age range is the priority group) to engage with informal education programmes outside the formal curriculum. The Service is increasingly engaged in offering daytime opportunities to young people who are disaffected and is developing its inclusion programme which emphasises links with schools, colleges and the Connexions Service. The structure is based on two teams reflecting the two main strands of inclusion work and informal education programmes including advice and guidance, and support to community based youth organisations.

Strategic Aims of the Service

The YSDS aims to engage young people 11-19 years in:

- a range of informal education opportunities that enhance their personal and social development and learning
- services which provide information, advice and support that meets their needs
- programmes that are creative, varied, accessible and flexible, based on their needs and interests

To work with young people 13-19 years who are disaffected to reengage them with the Lifelong Learning agenda

Key Current Priorities	Strategic Objectives	Tasks to be completed to successfully pursue each key priority (2003/04)
1. To provide accessible quality learning opportunities to meet the needs of young people 11-19 years	SO1 SO2 SO3 SO7 SO9	1.1 Ensure a variety of routes into programmes. Start where the learning is at. 1.2 Develop strategies for engaging with young people based on developing relationships which ensure that opportunities offered are relevant.

(cont)		<p>1.3 Extend the quality assurance framework to ensure that all programmes offered are of a high standard.</p> <p>1.4 Carry out customer satisfaction surveys with young people.</p> <p>1.5 Achieve IIP standard.</p> <p>1.6 Ensure that young people's achievements are publicised.</p>
2. To develop effective working partnerships with the voluntary and independent sector and other council services and departments	<p>SO4</p> <p>SO12</p> <p>SO14</p>	<p>2.1 Build on current good practice and extend the range of partners.</p> <p>2.2 Develop measures to ensure effective partnership working.</p>
3. To make effective use of all available resources	<p>SO5</p> <p>SO6</p> <p>SO10</p> <p>SO11</p> <p>SO13</p>	<p>3.1 Identify clear objectives in relation to youth work strategies and secure funding to support achievement of same.</p> <p>3.2 Clearly define the contribution the YSDS can make to the lifelong learning agenda to develop and enhance engagement with departmental initiatives.</p> <p>3.3 Review structure and priorities to ensure engagement with local needs is maintained.</p> <p>3.4 Develop the YSDS relationship with the London East Connexions Partnership and the Barking & Dagenham Local Delivery Plan.</p>
4. To ensure high quality service delivery	<p>SO8</p> <p>SO10</p> <p>SO11</p> <p>SO12</p>	<p>4.1 Develop an in service framework to ensure maximum opportunities for professional and personal development to improve YSDS staff skill base.</p> <p>4.2 Develop a staff development policy.</p> <p>4.3 Strengthen the YSDS training programme.</p> <p>4.4 Update the YSDS staff appraisal system.</p>

Priorities

The list of Key Current Priorities above will be translated into a Service Action Plan based on the work of the two Service Teams - the Inclusion Team & the Access Team. This process will ensure that the YSDS is both planning and delivering its work in direct relation to both the Council and the Department of Education, Arts & Libraries strategic objectives as well as working within a clear framework consistent with the Council's Balanced Scorecard.

The priorities already laid down on page 18 of this plan will form the basis of the individual Team Action Plans. These priorities are the priorities set within the Service Action Plan which was agreed in January 2002 following a formal planning and consultation process. The Action Plan was intended as a three year plan and following an evaluation in late 2002 has been identified as consistent with the planning process associated with the Transforming Youth Work initiative requirements. It is therefore a development of existing practice rather than a new initiative and is consistent with the developments within the Lifelong Learning & Inclusion Division.

Targets

The set of targets the YSDS hopes to achieve is based on the annual youth service targets set down in section 6 of the Transforming Youth Work; Resourcing Excellent Youth Services report. It has been extended to include local targets already set.

DfES Set of Annual Youth Service Unique Targets

- ❖ 25% of the 13-19 target population to be involved in YSDS programmes.
- ❖ 60% of this group to be involved in a personal development/social skills programme which results in an accredited outcome.
- ❖ An engagement with young people within the target age range who are at risk of or already fall into the following categories;
 - Not in education, employment or training (NEET)
 - Teenage pregnancy
 - Youth offending
 - Drugs, alcohol or substance misuse
- ❖ 70% of those participating in programmes expressing satisfaction with the service.

Outcomes Based on the National Youth Agency Standards of Youth Work Provision

- ❖ A defined curriculum framework document.
 - This framework to link with Youth Standards 1 & 2 in a majority of YSDS programmes.
- ❖ A defined participation framework for young people.
 - This framework to set out clear arrangements for involving young people in democratic processes.
- ❖ A Staff Development framework document.
 - This framework to set out clear policies and practices for recruitment, initial and induction training and continuing professional development for all YSDS staff.

National Youth Agency Standards of Youth Work Provision

A national working group is currently updating the original version and this exercise should be completed early summer 2003. This set of standards is designed to promote young people's social development and personal achievement.

- ❖ The YSDS will adopt the revised set of standards and will implement them within the agreed timetable which is currently identified as 2006.

Involving Young People

Young People's participation is critical to the development of YSDS policies, aims & objectives and programmes. The BAD Youth Forum was established in the autumn of 2001 following a period of consultation involving young people, Councillors and other council departments.

Currently in year 2 it is a borough wide representative forum. Members are elected from secondary schools, representative groups and youth organisations and reflect the diversity of young people within the borough. The Forum has a number of sub-groups and has formal representation on;

- UK Youth Parliament
- Connexions Youth Board
- Connexions Local Management Group
- Children's Fund Committee

The work of BAD Youth Forum to date has been supported and extended by help and opportunities offered by other Council Departments. The Chief Executive's Department has been particularly helpful in the Forum's development, and continues to actively support young people through Democratic Services Department.

The active involvement and support of elected Members of the Council is a critical aspect of the Forum's development.

The YSDS Senior Youth and Community Worker (Training and Service Development) is lead officer for coordinating young peoples' participation in Borough forums. For 2003-04 a key aspect of this work will be the development of an overall young people's participation strategy in conjunction with all youth organisations in the Borough.

This strategy will approach young people's participation at different levels, involving young people at youth organisation, community, school and Borough levels as well as developing appropriate 'on-line' participation opportunities.

The engagement of young people in participation programmes and the activities they will be involved in will be linked with other Youth Support and Development Service initiatives developing national accreditation schemes. Participation is suitably and specifically mentioned in the National Youth Achievement Award Scheme.

Equality & Diversity

A fundamental component of good service planning is the promotion of equality and social inclusion. Whilst there is always room for improvement it is essential that an agreed framework is in place to monitor and evaluate the range of actions that should be taken into account to help establish best practice.

Policies and data and information systems are critical to the process, as is communication and liaison with other agencies and departments.

Current developments in place are;

- ❖ YSDS Equal Opportunity Policy
- ❖ Senior Youth & Community Worker with responsibility for Equal Opportunities
- ❖ SEND funded programme for 2002-03 nearing completion
- ❖ Specific partnership programmes addressing needs of young people who are asylum seekers or refugees
- ❖ Engagement with the Connexions Service and local voluntary and independent sector to identify local needs
- ❖ Borough Disability Officer fully involved with youth centre upgrading
- ❖ TYWDF quality standards initiative in partnership with local voluntary and independent sector
- ❖ Participation in the DEAL/LLID Inclusion Team developments

New developments proposed are;

- ❖ SEND funded programme for 2003-04 (awaiting details)
- ❖ Development of the TYWDF initiative
- ❖ Adoption and implementation of the NYA Management Information System
- ❖ Appropriate routes for young people's participation

Quality & Staff Development

Some key developments associated with quality and staff development are already outlined within other sections of this plan. These are;

Outcomes Based on the National Youth Agency Standards of Youth Work Provision

- ❖ A defined curriculum framework document
- ❖ A defined participation framework for young people
- ❖ A Staff Development framework document

There are, however, other developments that contribute to this section which have been endorsed as YSDS priorities. These are;

- ❖ Part of the Council's "Investor In People" process
- ❖ Component part of DEAL policies and updates on
 - Child Protection
 - Health & Safety
 - Educational Residentials and Visits
 - Data Protection
 - Best Value
 - Drugs Related Incidents
 - Special Educational Needs & Disabilities Act

Specific YSDS developments for 2003-04, co-ordinated by the YSDS Senior Management Team or the Training, Monitoring and Evaluation Group, are;

- ❖ OFSTED Inspection Framework and Self Assessment Schedule preparation and implementation
- ❖ Detached Work Guidelines
- ❖ Transforming Youth Work Development Fund Strands A & C programmes (single strand of funding 2003-04);
 - Developing a 'Safer Youth Work Practices - Quality Standards Framework' in conjunction with voluntary sector organisations
 - Appropriate training programmes to support this initiative

Monitoring and Evaluation

In order to ensure that the YSDS makes significant and sustained movement on the proposals and developments identified above it is essential that an adequate monitoring and evaluation framework is in place.

The delivery of the YSDS Action Plan is based on the work of the 2 operational teams. Each team has its operational plan and evaluation process to monitor and evaluate its progress. In addition there is currently a cross team Training, Monitoring and Evaluation Group which includes part-time staff participation.

Whilst the YSDS SMT regularly review the work it is important that a more robust mechanism is put in place.

As a priority for 2003-04 it is therefore proposed that a formal timetabled framework be put in place to ensure that sufficient emphasis and importance is put on the monitoring and evaluation of all aspects of this plan. The NYA and the Association of Principal Youth & Community Officers will be approached for support and guidance to expedite this proposal.

This will include regular reporting to the LLID Management Team, Elected Members and other representative bodies and forums as appropriate.

Connexions

Overview

Barking & Dagenham LECP Priorities

Over the last year the Partnership has grown from strength to strength. The size of the Partnership, the diversity of needs, service providers and the range of challenges faced by many of the Local Authorities within the Partnership have highlighted key issues for it to tackle this year. As a Partnership, it has taken on board many of the lessons learnt over the last year and incorporated these into its plans for the future.

Within each of the ten London boroughs and nine Local Management Group areas, a number of different priorities exist linked to the needs of young people in the area and the availability of service provision; however the priorities as set out in the guidance are shared:

- Within the context of a universal service for all young people the LECP will strive to reduce the number of 16-18 year olds who are not engaged in education, training or employment.
- It will work with its full range of partners to support young people who are at risk of becoming involved in offending behaviour thereby reducing the numbers of young people who become involved in criminal behaviour.
- It will work through the Local Management Groups and local partners to develop a seamless integrated service for young people based on multi-disciplinary team of Personal Advisers and effective and relevant joint working protocols between key agencies.
- It will strive to provide better outcomes for young people from black and minority ethnic groups of young people, who are over-represented in the NEET category.
- It will work with partners and through the Local Management Groups to improve the overall effectiveness of services in meeting young people's needs.

How it will achieve these outcomes

In 2002, the London East Connexions Partnership set its roots firmly in the framework of services for young people. Through the Local Management Groups, the recruitment and deployment of over 100 new Personal Advisers across the Partnership, the establishment of nine local Connexions bases, One Stop Shops, the development of Partnership Agreements between key agencies and effective promotion events, the Connexions brand is now well recognised in the Partnership. A range of contracts and grants have been awarded filling gaps in service delivery for young people and these will begin to have a marked impact in 2003. In 2003, it will seek to achieve the outcomes listed above by:

- Working through the established Local Management Groups to ensure that services are tailored to meet local need, determined by local providers and linked to local initiatives and priorities.
- Enhancing the delivery through multi-disciplinary, multi-agency teams of Personal Advisers delivering a seamless service across a range of agencies working to end the fragmentation and duplication of services as identified in the 'Bridging the gap' report.
- Devolving more resources to local based delivery ensuring that the deployment of Connexions resources are based on robust analysis of need and on effective consultation with young people specifically those who are vulnerable, disengaged or at risk of disengaging.
- Continuously engaging with a range of providers locally and at Partnership level and established agencies ensuring that their expertise and experience informs the strategies and direction for the future.
- Ensuring that young people remain at the heart of the service at all levels and that their active involvement informs and directs the development and provision of services across the Partnership.
- LECP will work with partners to influence and modernise services for young people, ensuring that together a range of youth support services that are relevant to young people's needs today and are based on evidence based good practice is developed.
- It will seek to ensure that service provision is informed by the needs of young people and not by the needs of institutions, providers or practitioners and that services are designed to meet young people at their point of need wherever and whenever such needs arise.

Priorities and Resources

All young people during the 13–16 phase will need support, advice and information to enable them to make appropriate and positive choices about their future. Although a primary focus is on the needs of the NEET group, it is vital that the needs of young people who are not considered as vulnerable and who are more able are also met, particularly in schools and colleges.

It is clear however from consultation carried out in 2002/2003 and from the local plans that the indication of need in each borough differs slightly according to the ethnic groups represented within the borough. Broadly speaking the priority groups within the 13-16 groups will include the following:

- Young people who are in care or accommodated by the Local Authority.
- Young offenders or those identified as being at risk of offending.
- Young people who are at risk of being excluded or have been excluded from schools.
- Young unaccompanied refugees and asylum seekers.
- Young people identified by other key agencies as being at risk due to specific circumstances which may be present within their homes.

In 2003/2004, LECP will work through the Local Management Groups to deploy resources to develop effective local intervention strategies in partnership with other key agencies to ensure that Connexions resources can be deployed flexibly to meet the needs of young people who fall into these categories.

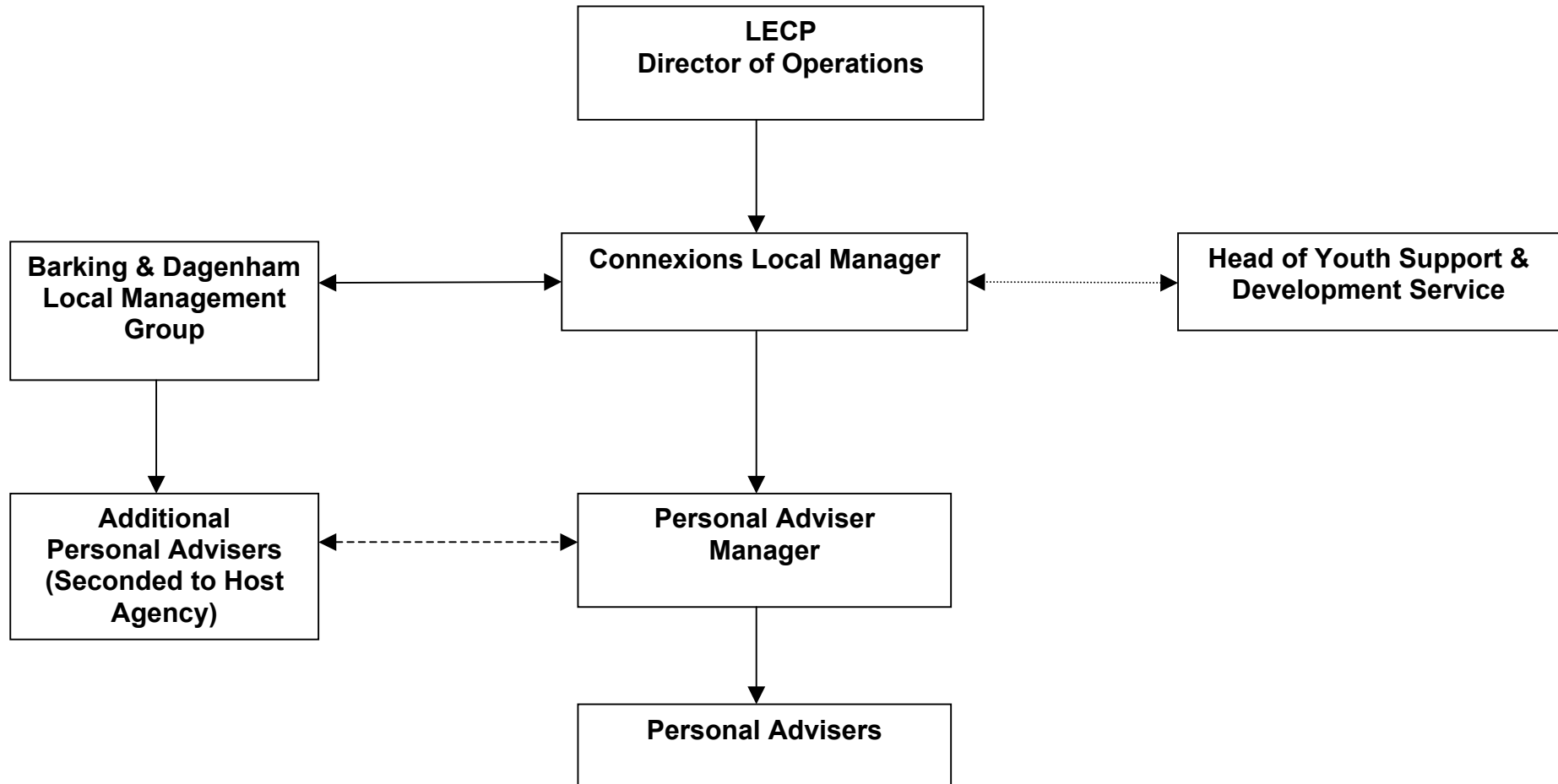
The objective will be to ensure that young people within this age group do not go on to become NEET post 16 and receive the appropriate advice and support to remain in education or go on to employment or training.

Connexions Representation

Barking & Dagenham YSDS representation is as follows:

- Head of Youth Support & Development Service is Chair of the Local Management Group
- Head of Youth Support & Development Service is substitute (LEA) Board Member - Member is Head of Lifelong Learning and Inclusion Division
- Head of Youth Support & Development Service is Member of the Connexions East Thames Operations Sub-Committee

Connexions Team Structure



Local Delivery Plan Priorities (2002-03)

Barking and Dagenham has a track record of partnership work across services in the Council and particularly in partnership work with the voluntary sector and other statutory organisations. It is currently in receipt of numerous externally funded programmes within the Department of Education, Arts & Libraries as well as other broad-based initiatives such as regeneration and social inclusion. This has allowed the introduction of the Connexions Service to benefit from existing networks and partnership work and created the opportunity to build on existing good practice.

Priority	LECP Target
<ul style="list-style-type: none"> YP who are teenage mothers and first time teenage fathers 	Increase by 5% proportion of 16-19 yr old mothers in education, employment or training
<ul style="list-style-type: none"> YP at risk of exclusion from statutory education 	A 10% reduction of young people leaving education and training to become NEET
<ul style="list-style-type: none"> YP who are refugees and unaccompanied asylum seekers 	An increase of 10% in numbers of young refugees participating in education, employment or training
<ul style="list-style-type: none"> YP who are disaffected 	A 10% reduction of young people leaving education and training to become NEET
<ul style="list-style-type: none"> YP with offending behaviour or at risk of offending 	At least 90% of young people supervised by the YOT in education, employment or training by 2004
Establish a network of Connexions One Stop Shops, Satellite and Information Points	A rolling programme starting Year 1

Glossary

APYCO	Association of Principal Youth & Community Officers
BAD Youth Forum	Barking & Dagenham Youth Forum
BIP	Behaviour Improvement Programme
CIAS	Community Inspection & Advisory Service
CRB	Criminal Records Bureau
DEAL	Department of Education, Arts & Libraries
EDP	Education Development Plan
EiC	Excellence in Cities
ESF	European Social Fund
GCSE	General Certificate of Secondary Education
LA	Local Authority
LBBD	London Borough of Barking & Dagenham
LEA	Local Education Authority
LECP	London East Connexions Partnership
LLID	Lifelong Learning and Inclusion Division
LMG	Local Management Group
MV	Millennium Volunteers
NEET	Not in Education, Employment or Training
NRF	Neighbourhood Renewal Fund
NYA	National Youth Agency
OFSTED	Office for Standards in Education
ONS	Office for National Statistics
PAYP	Positive Activities for Young People
SEND	Special Educational Needs and Disability Act
SRB	Single Regeneration Budget
TYWDF	Transforming Youth Work Development Fund
UEL	University of East London
Vol Sector	Voluntary Sector
YOT	Youth Offending Team
YSDS	Youth Support & Development Service