



WHAT YOUNG PEOPLE WANT

A BEST VALUE REVIEW

LONDON BOROUGH OF BRENT

May 2004

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EXPLANATORY NOTE

The original proposal for the 'What Young People Want' review included the need:

- 'To identify the appropriate structures and policies that would ensure the involvement of young people is central to the work of Brent Council and it's partners.....
- To review the effectiveness of the Council's current communication arrangements with young people.
- To identify the key partnerships the Council should facilitate in order to promote the economic, social and environmental well-being of young people.'

The review undertook a range of consultation with young people across the borough to identify specific needs and aspirations. Using this information, it then examined, with senior managers of local services:

- how effectively they felt they were able to identify the needs of young people and
- whether or not the management structures of the respective organisations and the partnership arrangements are appropriate to deliver services to young people.

Recommendations with regard to the effectiveness of the consultation arrangements utilised by partners in **consulting** with the borough's young people are included in the report below.

The investigation of the appropriateness of **management structures** was particularly pertinent given the imminent (at the time) publication of the Green Paper 'Every Child Matters'. The panel made a number of recommendations specifically with regard to further work to determine appropriate structures for the delivery of services to young people. However, a significant period of time has now elapsed since the panel met to consider its findings and these recommendations have now, for the most part become redundant having been taken on board by the Council and its partners. The Leader of the Council and the Chief Executive have convened a senior member/officer working group to examine the implications of the Green Paper, to respond to the consultation exercise and to specifically undertake the further work recommended by the review panel. As a result the specific recommendations regarding the management structures have been removed from this final report as they are no longer relevant.

Lynne McAdam
Panel Convenor
April 2004

INTRODUCTION

- 1.1 Improving the lives of Brent's children and young people is a key objective of Brent Council's Corporate Strategy 'Building a Better Borough'. In recognition of the fact that the achievement of this improvement is dependent upon the activities of a number of agencies not only the council, children and young people have also been identified as a priority for Brent's Local Strategic Partnership, "Partners for Brent".
- 1.2 This review of what young people want was scheduled as part of the Council's Best Value review programme for 2002 - 03 in order to contribute to the delivery of these key priorities. At the time the review was scheduled it was agreed that its starting point should not be what is already provided, rather the review should begin by assessing what the needs of young people are and how they would prefer these needs to be met. From the start this review has put young people at the heart of the investigation, and from the start the review has of necessity looked outside of the boundaries of the council and its services.
- 1.3 Work in preparation for the review began in October 2002 and the panel that considered the information gathered sat on the 20th, 21st and 23rd of May 2003.
- 1.4 The original review was divided into two parts:
 - Strategic planning, co-ordination and management of services for young people - across the Council and with partner agencies. This was informed by the investigation of a number of issues with specific importance to young people.
 - Specific analysis of the Council's Youth serviceAs explained in the introduction, this report addresses the latter providing an analysis of the performance of the Youth Service. The investigation of the planning and co-ordination of services elicited a number of findings and consequent recommendations for the development of effective consultation mechanisms and these are included as section 5 below.
- 1.5 The review has been informed by an assessment of best practise in the areas of investigation and by the changes in legislation impacting upon the provision of services. The recommendations are cognisant of proposed changes.
- 1.6 An Action Plan from the Youth Service, in response to the panel's findings, is attached as Appendix One.

- 1.7 It is to the borough's credit that, prior to the 'Transforming Youthwork Guidance' a generous interpretation of the requirements of the 1944 Education Act was adopted. This has ensured that, in comparison with other local authorities, Brent has provided significant, though not necessarily sufficient, levels of funding to support youth work.
- 1.8 The panel hopes that its investigation will make a positive contribution to the ambition outlined in the review scope¹:

'to secure the inclusion of young people and ensure they have access to the best possible life chances and to identify the necessary structures, systems and resources to ensure that young people between the ages of 11 - 19 are effectively involved and supported to achieve their goals'.

¹ See Appendix Two

EXECUTIVE SUMMARY

Findings

Youth Service

- 2.1 In general the panel found that Brent's Youth Service provides a wide range of excellent and innovative services to the young people of the borough. However it does so in an environment of financial uncertainty which means that often the service is forced to chase funding to secure the services it provides. This would suggest that, despite being a stated priority for the Council and the Local Strategic Partnership, the Youth Service's is not funded in a way which reflects this priority status and the service is thus not able to focus on service delivery.
- 2.2 It is also apparent that despite the excellent work undertaken, the Youth Service lacks the clear strategic direction that would put it in a more secure position to argue for core funding from the Council. The service does not appear to prioritise its work and, with good intention, seeks to undertake as many projects/activities as it can. This 'scatter gun' approach leaves the service vulnerable financially and runs the risk of alienating a highly committed workforce if there is no clarity about their function. This lack of focus is further reflected in the tension as to the type of service they provide: are they project-based or generic. It is critical that the service identifies an appropriate balance between the provision of project and generic services - an over-emphasis on either can have damaging effects on the services provided overall. It should be noted however, that the tension between the provision of project and generic services is exacerbated by the funding mechanisms that the service is dependent upon. Significant funding for youth provision is made available from specific, project/targeted funds clearly required to deliver specific outcomes. This can precipitate a number of problems not least how to secure/maintain sufficient core funding to ensure that targeted projects can be mainstreamed.
- 2.3 As the service is not clear about its own priorities it is therefore also unable to provide accurate, long-term information about its performance and the impact it is having in terms of delivering the council's corporate priorities.
- 2.4 The panel was encouraged to note that the weaknesses that were identified during consideration of the Youth Service have, for the most part already been identified by the service itself and many are already subject to improvement planning contained in the 'Transforming the Brent Youth Service Youth Plan'. As such, the honest approach that has been taken towards self-assessment would suggest that the service will be ideally placed to improve its performance.

Consulting with Young People

- 2.5 It is clear that all local organisations in Brent are committed to securing the views of young people and making a serious attempt to reflect these need in service planning and delivery. There does not however, appear to be much co-ordination of this consultation. There is a wide-range of forums, joint working parties and steering groups that must begin to communicate with each other if services for young people are to improve.

Recommendations

Youth Service

- 2.6 The establishment of clear purpose, priorities and targets for the service is essential. These must be based on detailed needs analysis and audit of existing facilities and services and must enable the service to deliver the Council's corporate priorities. The service must be clear what it is trying to achieve and then direct resources at the achievement of these priorities. This should also assist the service to determine its role in relation to schools.
- 2.7 The service must operate within the context of the structure for the delivery of services to young people as envisaged in the Green Paper 'Every Child Matters'.
- 2.8 The service should facilitate the development of effective strategic partnership working where resources do not enable the provision of sufficient services to meet identified need.
- 2.9 An enhanced role for the service to co-ordinate local provision across public, private and voluntary sector to secure a well- resourced and targeted service in which all providers are clear about their respective roles should be investigated.
- 2.10 Detailed examination of the feasibility of the youth centres should be undertaken with a view to their redevelopment as young people's resource centres, providing an expanded range of activities and services.
- 4.1.2 The feasibility of establishing links with local agencies working with young people not in work or training should be investigated.
- 2.12 A performance management system (including individual tracking facility as outlined below) should be developed urgently.
- 4.1.3 Effective links between the youth forum(s) e.g. the Brent Youth Company and the decision-making structures in the borough should be developed.

- 4.1.4 The use of service user tracking system as recently introduced for the Summer Plus programme should be extended across all parts of the service to enable the service to assess its effectiveness.
- 2.15 Evaluation of the services used by young people should be undertaken as a matter of course to ensure that the appropriateness of services provided and their effectiveness from a user perspective can be explored.
- 4.1.5 The service should ensure that information is available outlining the range of services it provides and the positive outcomes that these services achieve for young people in Brent
- 2.16 Core funding arrangements should be reviewed to establish the potential to stabilise the budget and reduce the need to pursue external funding to the current extent. This will be considered in the light of the establishment of clear priorities and targets and an effective performance management system as recommended above.
- 4.1.6 A clear strategic approach to service development and delivery in order to identify the priorities and thus target appropriate funding sources. This exercise will also support the case for shift to core funding for the majority of the budget should be developed.
- 4.1.7 A review of non-core funding elements should be undertaken to secure longer-term stability for the service including the use of SLAs with other parts of the Council and partners
- 4.1.8 A detailed mapping exercise should be undertaken to determine what is available against what is required. Key element in this exercise should be the investigation of potential for joint/co-location of services in accessible venues
- 4.1.9 Information gathered in proposed mapping exercise should be used for the investigation of potential for joint/co-location of services for children and young people in accessible venues
- 4.1.10 The potential for increasing the flexibility of staff deployment to cover peak periods and unsociable hours should be explored.

- 4.1.11 The information generated in the needs analysis and mapping exercises should be used to broker effective strategic partnerships to deliver priority needs.
- 4.1.12 Clear role for all providers in the youth market should be negotiated.
- 4.1.13 Information gathered during needs assessment and analysis must become an integral part of the planning process for service delivery
- 4.1.14 The management team of the service should be strengthened to enable it to develop a more strategic role in terms of service delivery
- 4.1.15 The development of the performance management system should be accompanied by a training programme for all staff to enable them to see the importance of effective information collection, analysis in the planning and delivery of effective services.

Consulting with young people

- 4.1.16 The Council's Consultation Team should continue to catalogue research activity being undertaken both within the Council and by other organisations in the Borough in order to provide professional advice on consultation techniques and to ensure that information is shared and consultation is co-ordinated
- 4.1.17 The range of different children and young people's consultation forums should be mapped and co-ordinated to ensure that the views of young people are effectively articulated.
- 4.1.18 The development of a direct link between the decision-making bodies of the Council and Partners for Brent and young people's forums should be investigated to ensure that information is considered in the appropriate forum.

BACKGROUND

The panel

- 4.1.19 The panel for this review comprised:
- Lynne McAdam, Policy and Regeneration Unit, Brent Council, Panel Convenor
 - Karin McDougall, Policy and Regeneration Unit, Brent Council
 - Councillor Peter Lemmon, Brent Council
 - Patricia Darkwah, Brent Financial Services, Brent Council
 - Patrick Lewis, Policy and Regeneration Unit - Harlesden and Stonebridge Neighbourhood Renewal Team, Brent Council
 - Ruth Dalzell, National Children's Bureau
- 4.1.20 The panel's objectives were:
- To identify young peoples' social, economic, environmental aspirations.
 - To map current services provided by the Council and it's partners with respect to young people.
 - To identify the appropriate structures and policies that would ensure the involvement of young people is central to the work of Brent Council and it's partners.
 - To review the effectiveness of current services for young people
 - To review the effectiveness of the Council's current communication arrangements with young people.
 - To identify the key partnerships the Council should facilitate in order to promote the economic, social and environmental well being of young people.

Preparation

- 4.1.21 In preparing for this review research has been undertaken with regard to information about young people and their needs, best practice in meeting these needs and organisational and management structures adopted by similar organisations. The government's response to the Laming Inquiry, the Green Paper 'Every Child Matters', reveals their intention to make sweeping changes to the management structures for children and young people's services. These proposals are incorporated in the review recommendations.
- 4.1.22 In the autumn of 2002 a major survey of young people in Brent was undertaken. A number of local secondary schools (Coplands, Preston Manor, Claremont, John Kelly Boys and Willesden High) agreed to participate in a general survey of their pupils to identify some of the key issues that are of importance to the young people of Brent. This survey was supplemented with focus groups for harder to reach young people, young people of working age and young people in further education. The results are attached as Appendix Three.

- 4.1.23 In order to test these results and to identify some key areas that could be considered by the Best Value review panel, a conference for young people in Brent, Brent Councillors and senior managers, and senior managers from members of Partners for Brent was held in February 2003. This conference² confirmed the need to investigate:
- Strategic planning, co-ordination and management of services for young people - across the Council and with partner agencies
 - The needs of young people in terms of sexual health and relationships, whole journey safety and their educational experiences
- 4.1.24 This investigation was undertaken via four specific workshops held on 20th and 21st May 2003. The final day of the panel considered the performance of the Council's Youth Service using the Ofsted inspection framework and it is this final element which is reported here.
- 3.7 The performance of the Youth Service is analysed below using quality statements from the Ofsted youth work inspection framework. The evidence used to analyse the performance and make recommendations has been provided by the Youth Service itself either as part of their own self assessment (attached as Appendix Five) or during the panel session held on 23rd May.
- 4.1.25 The panel interviewed the head of the service, Elizabeth Rand Greaves; the finance officer, Oletunde Ladejobi; Alan Woolford, Team Leader Curriculum Development and the following young people: Geneve Lumsden, Tushar Jadeje, Chemeena Collins

² Full report attached as Appendix Four

DETAILED CONSIDERATIONS - YOUTH SERVICE

4.1 Access and Participation - *With which groups of young people does the service work and why?*

4.1.26 There is clear evidence of extensive consultation with young people and evidence that this information is being used to improve services. There are, however, weaknesses:

- Vast amount of research does not appear to be co-ordinated or systematically fed through to the higher decision making bodies in the council and other partner agencies and not co-ordinated by these bodies
- The Youth Service has been successful in developing a range of projects to support those young people traditionally identified as hard-to-reach (e.g. travellers, gay and lesbian young people, disabled young people, children in care). However, there remains a cohort of young people in Brent, a priority for the Council as they are highly vulnerable, to whom the Youth Service does not appear an attractive option.

4.1.27 Consultation/satisfaction surveys do not constitute needs analysis therefore it is not clear if information gathered by the service could be used to determine priorities for targeting resources. Priorities have been identified but it is not clear why and there is a suggestion that many things are seen as 'priorities'. The service would benefit from the development of clear criteria for the identification of priority groups with whom they wish to work. These priorities should link directly to the Council's corporate strategy and have a solid basis in effective needs analysis. This will enhance both the effectiveness of the service and its reputation in terms of its capacity to deliver.

4.1.28 Current attendance figures show that elements of the service are well used. In particular the Summer University is oversubscribed. However figures provided by the service suggest an alarmingly low use of some of the youth centres. This would suggest either that the service is not properly targeting its resources, which might be better directed towards more outreach or project work or that the centres themselves should be re-examined and perhaps re-launched as young people's resource centres, providing outlets for service from a number of different agencies. If however, the attendance figures are inaccurate, this again highlights the need for a radical improvement in management information available to the service.

4.1.4 There is also concern with regard to how the service identifies the areas in which it works. It is apparent that in order to prevent duplication and to maximise their resources, the service prefers not provide a service in areas such as those that attract regeneration funding. Whilst on the face of it this is a laudable approach, it is likely that the council is missing the benefit that could be derived from a more co-ordinated approach in these areas. In order to address these difficulties it might be appropriate to establish for the youth service a more co-ordinating role to secure an effective overview of service provision across all providers.

4.1.5 Whilst the service works with Connexions, Positive Action for Young People and On Track to meet the needs of young people who are neither in work or in training, there are a number of other local links, for example with Brent in2 Work, which might assist in this work.

Recommendations

4.1.6 The establishment of clear purpose, priorities and targets for the service is essential. These must be based on detailed needs analysis and audit of existing facilities and services and must enable the service to deliver the Council's corporate priorities. The service must be clear what it is trying to achieve and then direct resources at the achievement of these priorities. This should also assist the service to determine its role in relation to schools.

4.1.7 The service must operate within the context of the structure for the delivery of services to young people as envisaged in the Green Paper 'Every Child Matters'.

4.1.8 The service should facilitate the development of effective, strategic partnership working where resources do not enable the provision of sufficient services to meet identified need.

4.1.9 An enhanced role for the service to co-ordinate local provision across public, private and voluntary sector to secure a well- resourced and targeted service in which all providers are clear about their respective roles should be investigated

4.1.10 Detailed examination of the feasibility of the youth centres should be undertaken with a view to their redevelopment as young people's resource centres, providing an expanded range of activities and services should be undertaken.

- 4.1.11 The feasibility of establishing links with local agencies working with young people not in work or training should be investigated.
- 4.2 **Achievements and Standards - *How High Are Standards?***
- 4.2.1 The panel was presented with a range of information about the success of the service provided and the achievements of young people who participate. In particular, the evidence from the young people interviewed by the panel showed the significant achievements they had made through their involvement with the Youth Service.
- 4.2.2 It is felt that the service would benefit from the development of a more sophisticated tracking system that would both enable them to record individual achievements throughout their lives alongside the more basic attendance data required to assess the appropriateness and usefulness of services provided. By measuring their performance and thus proving their credibility the Youth Service can illustrate its value to both young people and thus to the council itself. Performance management information must be a priority to their future development - a system that allows them to measure their success against clearly specified priorities is essential.
- 4.2.3 Brent Youth Company has provided a significant platform from which young people are able to flex their citizenship muscles. However, it is not clear how far BYC's influence extends, as it has no direct links to any of the senior decision-making bodies in the borough i.e no influence beyond the boundaries of youth provision.

Recommendations

- 4.2.4 Performance management system (including individual tracking facility as outlined below) should be developed urgently
- 4.2.5 Effective links between the youth forum(s) e.g. the Brent Youth Company and the decision-making structures in the borough should be developed.

4.3 **Quality of Education Provided**

Quality of Education Provided - *How Effective is Youth Work Practice*

- 4.3.1 The service has a highly committed workforce as evidenced by the high staff retention rate and the respect in which they are held by service users. There is also evidence that staff work well with individual service users and it is clear that the service undertakes vast amounts of consultation with young people and that this information appears to be used to influence the types of services provided. However, as pointed out above, consultation does not in itself indicate assessment of need and

it is not clear that young people are systematically engaged in the development of services.

- 4.3.2 The evidence presented to the panel does not suggest that systematic evaluation of the services received by young people is undertaken and recorded. Whilst this does not necessarily mean that evaluation doesn't take place, it would suggest that it is not done methodically and thus in a useful way. The development of an effective tracking system will be dependent upon some of this basic information.
- 4.3.3 'In the Service of Youth' is the document that outlines how the Youth Service intends to develop and deliver the curriculum for the service. The model analyses key elements of the curriculum - personal progression, social and creative and politics and participation - in terms of its primary task, the inputs required for effective delivery, programmes to deliver and outputs. This is a useful development tool but it is not clear how far it is being effectively used by the service. In particular much has already been said about the need for detailed needs analysis and performance management and without this sort of contextual information it is not clear how usefully the model could be deployed.
- 4.3.4 During discussions with members of the Corporate Management Team of the council and during workshops undertaken as part of the review, it has become apparent that the pervasive image of young people 'hanging around on street corners with nothing to do' is not only an inaccurate statement of the facilities available to young people but also of the ambitions of young people themselves. This impression is something that must be challenged.

Recommendations

- 4.3.5 As discussed above the service should instigate and utilise needs analysis information as soon as possible.
- 4.3.64 The use of service user tracking system as recently introduced for the Summer Plus programme should be extended across all parts of the service to enable the service to assess its effectiveness.
- 4.3.7 Evaluation of the services used by young people should be undertaken as a matter of course to ensure that the appropriateness of services provided and their effectiveness from a user perspective can be explored.

- 4.3.8 The service should ensure that information is available outlining the range of services it provides and the positive outcomes that these services achieve for young people in Brent

Quality of Education Provided – How well does provision meet the needs and interests of young people?

- 4.3.9 As outlined above the service is responsive to the demands and needs of young people from the diverse communities in the borough. However, whilst the range of activities seems broad it does not appear to reflect any systematic needs analysis or prioritisation.
- 4.3.10 Whilst there is an officer at Team Leader level with specific responsibility for curriculum development he is also responsible for day-to-day service management and the delivery of services. This combination of operational/ developmental role is a problem for all of the management team: All of the youth service managers carry both face-to-face work at the same time as attempting to develop a more long-term, strategic perspective. Whilst it is good to maintain a practical responsibility this does mean that the more developmental work can become marginalised. This has serious implications for the long-term viability of the service and its capacity to meet the changing needs of young people.

Recommendations

- 4.3.11 The establishment of clear purpose, priorities and targets for the service is essential. These must be based on detailed needs analysis and audit of existing facilities and services and must enable the service to deliver the Council's corporate priorities. The service must be clear what it is trying to achieve and then direct resources at the achievement of these priorities. The service must operate within the context of the structure for the delivery of services to young people as envisaged in the Green Paper 'Every Child Matters'.
- 4.3.12 The management team of the service should be strengthened to enable it to develop a more strategic role in terms of service delivery

Quality of Education Provided – How do the availability and quality of resources affect learning and development?

- 4.3.13 The continuing confusion about the basis of provision (i.e. is a universal or targeted service being provided and to which priorities groups) means that a small staff group, which is providing excellent services in so far as it is able, is very likely spreading itself too thin. The absence of clear priorities makes it likely that staff are thus not being effectively deployed. This is in no way to criticise the performance of the staff

group more to suggest that a clearer focus to their work will result in improved outcomes and greater job satisfaction as they have a clearer understanding of their functions

- 4.3.14 The service has acknowledged the poor physical condition of its centres and has initiated a programme of improvement. However, in line with the development of clear priorities and service delivery options as already discussed, the service should reassess its accommodation requirements in terms of location, facilities provided and the potential of partnership deployment.
- 4.3.15 Financial resources seem to be an issue for the service. Whilst it is well funded, the majority of funding is not from the Council's core budget, a significant element (51%) is from external funding pots. The service acknowledge that external funding is pursued in its own right, in the absence of a clear strategic view as to how the funding if successful will be utilised. They pursue funding per se rather than identify appropriate pots to which to bid in order to deliver their own predetermined priorities. This makes the service vulnerable in a number of ways: their time is spent chasing potential funding rather than being able to focus on service delivery, confident of secure funding; the funding timetable itself means that obligation to spend successful awards creates significant pressures for the service; and the priorities of external organisations are able to influence the service's own objective's - which they shouldn't. Budgets appear to be in excessive surplus at year-end as awards are delayed or do not coincide with the financial year and there is a potential threat of claw-back of unspent resources. It should be pointed out that this has not as yet happened and carry-over has been negotiated. However, this remains a threat. The panel felt that the service might wish to be more selective in choosing the funding applications that it makes although it was also acknowledged that there is a certain expectation on youth services to apply for all funding available in order to deliver the Government's children's agenda.
- 4.3.16 The service's fixed costs are high reflecting the poor physical state of facilities and the intensiveness of the work with young people. The need to rationalise the physical centres has already been considered above. The panel also felt that the service should consider more flexible working arrangements for staff to reduce expenditure on fixed costs.
- 4.3.17 The disparate nature of the funding and the precarious position this places the service in led the panel to conclude that, if the stated priority of both the Council and Partners for Brent, then the funding of services for young people should be more secure - with the majority of funds

available from core budgets. The panel also felt that this suggested that services for young people are seen as an add-on and that funding priorities, such as they are, are knee-jerk reactions to specific issues and reflective of a view that sees young people as a problem.

Recommendations

- 4.3.18 Core funding arrangements should be reviewed to establish the potential to stabilise the budget and reduce the need to pursue external funding to the current extent. This will be considered in the light of the establishment of clear priorities and targets and an effective performance management system as recommended above.
- 4.3.19 A clear strategic approach to service development and delivery should be developed in order to identify the priorities and thus target appropriate funding sources. This exercise will also support the case for shift to core funding for the majority of the budget
- 4.3.20 A review of non-core funding elements should be undertaken to secure longer-term stability for the service including the use of SLAs with other parts of the Council and partners
- 4.3.21 Detailed mapping exercise should be undertaken to determine what is available against what is required. Key element in this exercise should be the investigation of potential for joint/co-location of services in accessible venues
- 4.3.22 Information gathered in proposed mapping exercise should be used for the investigation of potential for joint/co-location of services for children and young people in accessible venues
- 4.3.23 The potential for increasing the flexibility of staff deployment to cover peak periods and unsociable hours should be explored.

Quality of Education Provided – How effectively do partnership and liaison with other agencies enhance the opportunities for learning and development?

- 4.3.24 The Youth Service works well with partners on specific projects e.g. Summer University, Connexions PAs. However it is apparent that long term, strategic partnering is more problematic. Where there are limited resources it would benefit the service (and the young people) to have a clear understanding of precisely what need is, what the priorities within this are - and how they have been determined. This should then be set against a thorough analysis of the market - who is doing what where and how. This will mean that each provider can add value to what is being delivered to young people rather than duplicating service or providing

inappropriate services and determine appropriate roles and responsibilities. This has been identified in the research undertaken in Harlesden and Stonebridge Neighbourhood Renewal Area. In order for this analysis to be undertaken and acted upon, a single organisation/forum must be established.

Recommendations

4.3.25 The information generated in the needs analysis and mapping exercises should be used to broker effective strategic partnerships to deliver priority needs

4.3.26 Clear role for all providers in the youth market should be negotiated.

4.4 ***Leadership and Management - How effective are leadership and management in raising achievement and supporting young people's personal and social development?***

4.4.1 As has already been said, the service can point to many examples of excellent results and support for young people. However, this seems to be achieved despite a lack of clear focus on the priorities for the service - as said this could have long-term detrimental impact upon the service as workers try to do too many things for too many people.

4.4.2 There does not appear to be any clear long-term planning for the service using detailed needs analysis and market assessment to focus the service and this is probably the result of an under-resourced management structure. As outlined above, the management team, despite best intentions, does not have the space to consider long-term planning issues at the same time as providing face-to-face work. The service also acknowledges that service planning is not seen as important outside of the management team - a cultural attitude that will not aid effective service delivery.

4.4.3 The panel felt that the Youth Service should be given a clear role and responsibility for leading commissioning of services for young people to ensure effective service development, co-ordination and funding.

Recommendations

4.4.4 Information gathered during needs assessment and analysis must become an integral part of the planning process for service delivery

4.4.5 The management team of the service should be strengthened to enable it to develop a more strategic role in terms of service delivery

4.4.6 The development of the performance management system should be accompanied by a training programme for all staff to enable them to see the importance of effective information collection, analysis in the planning of effective services.

5. **DETAILED CONSIDERATIONS - CONSULTING WITH YOUNG PEOPLE**

5.1 In addition to considering how well the Youth Service is able to secure the views of young people, the panel also examined how effectively local organisations are able to secure and act upon the views of young people. This was undertaken during specific workshops sessions for senior management responses which considered the following statements:

- 'Expecting young people to get involved in service design puts them under too much pressure'
- 'There are some young people who we will never engage'
- 'I am confident that services are developed in accordance with what young people told us'

5.2 There is a need for greater co-ordination of consultation - since children and young people have been identified as a priority for the Council in its corporate strategy, the amount of consultation with young people has exploded. During research for the review, 13 separate consultation exercises were identified across the council alone! Whilst such a large number of separate consultation exercises might indeed be appropriate and in fact necessary, this cannot be reliably determined as there is no mechanism for co-ordinating consultation exercises and thus assessing the aims and outputs of each.

5.3 It is also clear that there is a number of different forums seeking to engage with young people. Again it is important that the considerations of these different groups are co-ordinated in order that a coherent view of the needs of young people can be assessed. It is also critically important that these aggregated opinions are actually fed through to, considered by and responded to by decision-makers in the borough at an appropriate level.

5.4 The need for a professional approach to consultation is evident - there are a number of different techniques that could and indeed should be used but it is important that they are used appropriately and effectively. It is also critical that the information gleaned is used - and that those who have participated in the process are advised of the outcome of investigations. To fail to do so is entirely inappropriate in all circumstances but is especially damaging for young people who become alienated and see no point in involvement in citizenship or democratic processes.

Recommendations

5.5 The Council's Consultation Team should continue to catalogue research activity being undertaken both within the Council and by other organisations in the Borough in order to provide professional advice on consultation techniques and to ensure that information is shared and consultation is co-ordinated

5.6 The range of different children and young people's consultation forums should be mapped and co-ordinated to ensure that the views of young people are effectively articulated.

5.7 The development of a direct link between the decision-making bodies of the Council and Partners for Brent and young people's forums should be investigated to ensure that information is considered in the appropriate forum.

APPENDICES

Appendix One **Action Plan**

The service must operate within the context of the structure for the delivery of services to young people as envisaged in the Green Paper 'Every Child Matters'.				
Action	Responsible	Timetable	Financial Implications	Comments
To ensure that the authority's response to the Green Paper results in an effective and logical place within the organisation for the Youth Service	Director of Education and DMT	From April 2004	None	
To ensure that restructuring of the service delivers the five outcomes outlined in the green paper. <ul style="list-style-type: none"> • Being healthy • Staying safe • Enjoying and achieving • Making a positive contribution • Economic well-being 	Head of Service and management group	April 2004 to December 2004 Review structure and job descriptions. Implement April 2005	Additional funding for new service operational manager. PO 6 Funding from 2004 growth will meet the costs of new outreach posts which will enhance delivery to the hardest to reach young people	The Best Value review recommends strengthening of the management team and removing face to face responsibility from the JD of current team managers' posts.
To continue to feed into the Children and Young People's Priority Action group Strategy.	Head of Service	On going	None unless new joint projects are devised.	

The service should facilitate the development of effective, strategic partnership working where resources do not enable the provision of sufficient services to meet identified need.				
Action	Responsible	Timetable	Financial Implications	Comments
To establish strategy meetings with voluntary and statutory partners To develop, deliver and monitor a borough Youth Strategy with a statement of delivery by all partners.	Head of Service	By September 2004	Cost of hosting planning meetings and away days	It is possible that this could be a sub-group of the Children and Young People's Priority Action Group. The group should include officers from South Kilburn New Deal for Communities Stonebridge HAT, Connexions, voluntary organisations, further & adult education and Neighbourhood Renewal
An enhanced role for the service to co-ordinate local provision across public, private and voluntary sector to secure a well-resourced and targeted service in which all providers are clear about their respective roles should be investigated				
Action	Responsible	Timetable	Financial Implications	Comments
To establish a forum for professionals from the voluntary and statutory sector who are engaged in youth work.	Head of Service and Youth representatives from Brent Youth Matters 2	June 2004	Costs for administration/annual conference and news letter	Brent Youth Matters hosted an initial meeting in December 2003 for professional delivering youth projects. Recommendations from that seminar will be implemented.

Detailed examination of the feasibility of the youth centres should be undertaken with a view to their redevelopment as young people's resource centres, providing an expanded range of activities and services.				
Action	Responsible	Timetable	Financial Implications	Comments
To review service delivery at all youth centres taking into account the results of the needs analysis and Youth Standards.	Team Managers	April 2004 until September 2004	Cost of: <ul style="list-style-type: none"> • additional staffing • Venue capital costs • Additional activities • Additional equipment Some part-time staffing hours already agreed as growth for September 2004/5. Capital allocation for DDA work has been agreed.	A review of programming, staffing levels and the number of young people using the centres began in November 2003. Team managers will produce a report with action plan for development.
Investigate the feasibility of establishing links with local agencies working with young people not in work or training				
To investigate partnership with voluntary and statutory employment agencies.	Connexions Manager Head of Service	From May 2004	Nil	The exploration will include agreeing referral and placement opportunities for young people over 16 years old.
			•	

Achievements and Standards				
A performance management system (including individual tracking facility as outlined below) should be developed urgently				
Action	Responsible	Timetable	Financial Implications	Comments
To establish a post for co-ordinating quality and management information.	Team manager Curriculum development	April 2005	Cost of post (JNC 3b) and provision of software for tracking the progress of young people. Duties for this post holder could be contained in the growth already proposed for deputy youth officer for operations management 2005/6	The service is currently in discussion with Connexions to extend the MI system used for our Positive Activities programme to all youth projects. In the interim the co-ordinator for PAYP and the service admin. Officer will share the task of maintaining the data collection. The PAYP system is able to track progress of young people. However local data is still collected manually with the new system in place all data will be collected electronically.

Effective links between the youth forum(s) e.g. the Brent Youth Company and the decision-making structures in the borough should be developed.				
Action	Responsible	Timetable	Financial Implications	Comments
To develop the "Wat V U dun 4 me L8ly seminars	Brent Youth Company	Ongoing - to meet 4 time a year.	Cost of : Venue. publicity £5,000	
To develop youth forums in schools and priority neighbourhoods	Youth Participation Team	Ongoing contact with schools (at least once each month)	Additional f/t worker JNC 2b	
To establish a process of feeding back data from the established forums to Council services and partners	Communication consultation team.	October 2004		

Quality of Education Provided				
The use of service user tracking system as recently introduced for the Summer Plus programme should be extended across all parts of the service to enable the service to assess its effectiveness.				
Action	Responsible	Timetable	Financial Implications	Comments
To review and develop a new quality assurance system including curriculum and staff development in line with the requirements of the National Youth Standards	Head of Service	December 2004	Transforming Youth Work funds and youth service budget 2004/5	
To establish Connexions MI and tracking system so it is accessible to all staff.	Connexions Manager	By April 2004	Cost of installing the system and training.	This system was due to be installed in January 2004. However there is a delay from Connexions and Government Office for London due to difficulty with some of the tracking fields.

Evaluation of the services used by young people should be undertaken as a matter of course to ensure that the appropriateness of services provided and their effectiveness from a user perspective can be explored.				
Action	Responsible	Timetable	Financial Implications	Comments
To complete the service users and non- users survey.	Communications team	March 2004	None	The questionnaire has been discussed at the Brent Youth Matters 2 Forum. The Communications team has agreed to train two members of BYM2 and will conduct focus groups to supplement the questionnaire. There is already a fair amount of data held by the Communications team on the needs and wants of young people.
To collate information from surveys evaluation/reviews of services for young people	Communications team/Head of Service	June 2004	Not known at present	
The service should ensure that information is available outlining the range of services it provides and the positive outcomes that these services achieve for young people in Brent				
To agree a marketing strategy for the service That will inform young people and partners about youth provision in the area.	Head of Service Communication and marketing team	November 2004	Increase publicity budget for 2005/6	The service has a marketing group in place; further work is required to plan marketing events and processes to enable wider dissemination of information.

A clear strategic approach to service development and delivery should be developed in order to identify the priorities and thus target appropriate funding sources. This exercise will also support the case for shift to core funding for the majority of the budget				
Action	Responsible	Timetable	Financial Implications	Comments
To co-ordinate the requirements of : <ul style="list-style-type: none"> • Brent Service Operational Plan • Transforming Youth Work Plan • Positive Activities Operational Plan 	Head of Service and Management team Director of Education and DMT	Begin to implement for 2004/5 operational plans. Develop for 2005/6 at team planning day November 2004	Additional core funding for projects linked to corporate priorities that are currently funded by external sources. To be included in growth from 2006	The Transforming Youth Work plan requires the Council to fund growth dictated by the Youth Standards from 2004 to 2006. This is to be maintained thereafter.
Core funding arrangements should be reviewed to establish the potential to stabilise the budget and reduce the need to pursue external funding to the current extent. This will be considered in the light of the establishment of clear priorities and targets and an effective performance management system as recommended above.				
Action	Responsible	Timetable	Financial Implications	Comments
To review core funding and prioritise growth areas in line with Transforming Youth Work Standards and local priorities.	Head of Service/Management team	By March 2006	Council growth to cover current transforming youth work funds from April 2006.	Growth for implementing Transforming Youth Work Standards has been submitted and will be reviewed each year to ensure that Council priorities are being met.

A review of non-core funding elements should be undertaken to secure longer-term stability for the service including the use of SLAs with other parts of the Council and partners				
Action	Responsible	Timetable	Financial Implications	Comments
To review all external funding and internal SLAs	Management Team	April 2004 to July 2005	Loss of funding for short term projects.	An officers group has been established to consider long-term external funding for projects that will enhance core services.
A detailed mapping exercise should be undertaken to determine what is available against what is required. Key element in this exercise should be the investigation of potential for joint/co-location of services in accessible venues				
Action	Responsible	Timetable	Financial Implications	Comments
To commission comprehensive mapping Of service provided by statutory and non-statutory services	Head of Service	By November 2004 or June 2005	Fee for external consultant	The cost for the consultant has not been included in the 2004/5 budget if the service is unable to accommodate the cost in the 2004/5 budget implementation will take place by June 2005

Information gathered in proposed mapping exercise should be used for the investigation of potential for joint/co-location of services for children and young people in accessible venues				
Action	Responsible	Timetable	Financial Implications	Comments
To investigate the possibility of joint projects with partners based on the needs analysis audit.	Team Managers Lead partners	By September 2005	Cost of funding new joint projects if required.	
The potential for increasing the flexibility of staff deployment to cover peak periods and unsociable hours should be explored				
Action	Responsible	Timetable	Financial Implications	Comments
Review of staffing at centres/projects. Review the staff to young people ratio and to re-deploy as required. To establish a pool of tutors and late night workers	Team Managers	By September 2004	Cost of recruitment and salary for additional night staff.	Costs covered by growth for 2004/5
The information generated in the needs analysis and mapping exercises should be used to broker effective strategic partnerships to deliver priority need				
Action	Responsible	Timetable	Financial Implications	Comments
To co-ordinate youth provision in the borough	Head of Service Education DMT	When mapping is completed	None	
Clear role for all providers in the youth market should be negotiated.				
Action	Responsible	Timetable	Financial Implications	Comments
To establish professional strategic group (as stated earlier)	Head of Service	Ongoing	Cost of venue hire	

Leadership and Management				
Information gathered during needs assessment and analysis must become an integral part of the planning process for service delivery				
Action	Responsible	Timetable	Financial Implications	Comments
Review process for incorporating Consultation and assessment findings in planning for the service operational and youth Plan.	Head of service and management team	Manager's planning residential November 2004	None	
To put in place an ongoing process of evaluation monitoring and consultation 9 To be included in Quality Assurance systems	Head of Service Quality Assurance Manager (new post)			
The management team of the service should be strengthened to enable it to develop a more strategic role in terms of service delivery				
Action	Responsible	Timetable	Financial Implications	Comments
Submit Growth bid for 2005/6	Head of Service	By August 2004	Cost of Service operational manager post.	

The development of the performance management system should be accompanied by a training programme for all staff to enable them to see the importance of effective information collection, analysis in the planning of effective services				
Action	Responsible	Timetable	Financial Implications	Comments
To review current management information system and establish a comprehensive quality assurance system.	Head of Service	By November 2004	External facilitator fees.	Covered from current budget.

CONSULTING WITH YOUNG PEOPLE

The Council's Consultation Team should continue to catalogue research activity being undertaken both within the Council and by other organisations in the Borough in order to provide professional advice on consultation techniques and to ensure that information is shared and consultation is co-ordinated				
Action	Responsible	Timetable	Financial Implications	Comments
To liaise with the communication and consultation team to achieve this objective.	Team Manager Youth Development			
To develop a job description for a youth consultation officer to co-ordinate activities across the borough.	Team Manager - Youth Development	April 2004	Salary costs JNC level 3	

The range of different children and young people's consultation forums should be mapped and co-ordinated to ensure that the views of young people are effectively articulated.				
Action	Responsible	Timetable	Financial Implications	Comments
To map the borough's youth consultation forums.	Team Manager for the Youth Participation team	By June 2004	None	This will be an objective given to the current post holder.
The development of a direct link between the decision-making bodies of the Council and Partners for Brent and young people's forums should be investigated to ensure that information is considered in the appropriate forum				
Action	Responsible	Timetable	Financial Implications	Comments
To develop participation of young people in the Local Strategic Partnership's Life Long Learning sub-group. .	Team Manger Youth Participation	Ongoing Recommendations for Our Agenda conference to be reported to relevant bodies by July 2004.	None	A general review of the Council user groups is required to establish the process for feeding recommendations to Executive members.
To ensure that recommendation from Brent Youth Matters 2 and Our Agenda Conference are fed to decision-making bodies of the Council and partners.	Consultation team	September 2004		Subject of a User Group report to Cabinet

Appendix Two
Review Scope

	Description
GOAL (what the review will contribute to)	Securing the inclusion of young people and ensuring they have access to the best possible life chances. The Council aims to ensure that all young people under the age of 19 will be in fulltime education, work or vocational training.
PURPOSE of the review	To identify the necessary structures, systems and resources to ensure that young people between the ages of 11 - 19 are effectively involved and supported to achieve their goals.
OBJECTIVES of the review	<ol style="list-style-type: none"> 1. To identify young peoples' social, economic, environmental aspirations. 2. To comprehensively map current services provided by the Council and it's partners with respect to young people. 3. To identify the appropriate structures and policies that would ensure the involvement of young people is central to the work of Brent Council and it's partners. 4. To review the effectiveness of current services for young people 5. To review the effectiveness of the Council's current communication arrangements with young people. 6. To identify the key partnerships the Council should facilitate in order to promote the economic, social and environmental well being of young people.

Appendix Three
Research Summary

Best Value Review

'Have Your Say' Survey Findings

Brent Consultation Team
April 2003

London Borough of Brent

'Have Your Say' Survey

Summary

1. Introduction

This report presents the findings of the 'Have Your Say' survey undertaken to research the views of young people resident in Brent. Brent's Policy and Regeneration Unit undertook the survey with support from the Consultation Team.

2. Aims and Objectives

This research explores the views of young people who live in Brent. The research looked at how well Brent Council provides services to children and young people in the borough. It asked respondents to identify what they regarded as the most important things that could be done to improve their lives and their opportunities in the future. The objectives of the research are:

- To support and inform the Best Value Review – 'What Young People Want'
- To inform the third Local Strategic Planning Conference, themed around the needs of children and young people.

The research was undertaken during December 2002.

3. Research Rationale and Methodology

This survey was undertaken as part of the best value review of services for children and young people called, 'What Young People Want'. The survey findings were also used to support the Local Strategic Partnership's third annual conference. The conference was themed around the needs of children and young people and the conference findings were fed back into the best value review.

6000 self-completion questionnaires were distributed to schools in the Borough of which 2,194 were completed and returned. This is equivalent to a response rate of 33%.

Schools were selected across the borough and invited to take part in the survey. Five schools participated and questionnaires were generally distributed via citizenship and PSHE programmes. The schools who participated were:

- Copland Community School & Technology Centre
- Claremont High School
- John Kelly Boys Technology College
- Preston Manor High School
- Willesden High School

Data from completed forms was electronically scanned into a database. Analysis of the returned questionnaires was undertaken by the Consultation Team using SPSS computer software. Base sizes for individual questions are given in the tables as 'frequency totals'. Frequencies in tables are broken down by gender.

4. Key Findings

Respondents were asked to indicate their gender and ethnic origin:

Gender	Boys	Girls	Unanswered
sub totals	1,092 (50%)	926 (43%)	153 (7%)
Total	2,171 (100%)		

Ethnic origin	Frequency	%
Indian	839	38.6
Caribbean	224	10.3
African	164	7.6
British	154	7.1
Pakistani	145	6.7
Other Asian	135	6.2
Other Mixed	82	3.8
Other White	66	3.0
White/Back Caribbean	55	2.5
White/Asian	44	2.0

The substantive part of the survey was divided into six sections, my health, where I live, my neighbourhood, jobs, my spare time and my school. All questions were multiple choice with respondents being asked to identify their three 'top' choices. In addition there were two open text questions:

- *If you were Prime Minister what would you do to improve the lives children and young people?*
- *Is there anything else you would like to tell us about your needs or what you'd like to see in the future?*

Full results are given in the tables - page 1 onwards.

Health

When respondents were asked to list the three most important things that had a bad effect on their health, they said: Smoking (70%), illegal drugs (54%) and alcohol (42%). Further choices prioritised include bullying and racism, with poor diet and eating disorders lower on the list.

Respondents were asked to indicate what could be done about this: Sports activities (44%), more health education in schools (39%), and more health services for young people (35%) were highest ranked.

Where I live

When respondents were asked about difficulties they experienced at home, they said: No privacy (30%), noisy neighbours (29%) and other members of the household arguing amongst themselves (23%).

Respondents were asked to indicate what could be done about this: Less homework (46%), space in schools to do homework (35%) and more internet cafes (34%).

My Neighbourhood

When respondents were asked to list improvements to their neighbourhood they thought would be of most benefit to young people, they said: Safer streets (45%), more clubs to meet friends (39%) and the cinema (36%).

Other options that also received support were more sports facilities, more shops, less traffic and better public transport.

Respondents were also asked to list the things they most liked about their neighbourhood: Friendly people (59%), people from different backgrounds and a safe place to live, (joint 2nd at 44%) and easy to get to and travel round (41%) were the top three choices.

Jobs

Respondents were asked to say what they would like to do after leaving school: Running my own business (39%) was the number one choice, closely followed by computing (28%), other * (27%) and doctor (21%).

* There are no significant 'others'.

In terms of what might prevent a young person from achieving their ambitions: Not passing exams (72%), was the main reason that most cited for not being able to succeed. In addition, taking the wrong subjects (38%) and no jobs available after leaving school (32%) were the next most cited reasons.

My Spare Time

Respondents were asked how they spent their spare time: Watching television (55%), listening to music (41%) and sports (37%) were the top three cited.

Respondents were asked about other things they liked to do: Cinema (42%), hanging out with friends (31%) and sports (27%) were the three additional top choices.

School

Respondents were asked to state if they or their friends had problems at school:

No	53%
Yes	38%
Unanswered	9%

When respondents were asked to identify what these problems were they said: Boring subjects lessons and not getting on with the teacher (joint 1st at 18%), other students disrupting lessons (17%) and getting into trouble (14%).

In terms of what could be done to address these problems: Punishing trouble makers (30%), better support from teachers (27%), better facilities (20%) and better training for teachers (19%).

Further Education

Respondents were asked if they would stay on at school after GCSEs:

Yes	49%
No	9%
Don't know	34%
Unanswered	9%

Respondents were asked if they would like to go on to University.

Yes	76%
No	3%
Don't know	14%
Unanswered	9%

If You Where Prime Minister

The survey asked:

If you were Prime Minister what would you do to improve the lives children and young people?

The responses to this question were written in as 'open text'. Responses were randomly sampled and grouped into broad themes:

Safer, cleaner places / streets and better transport facilities	20%.
Better schools, more funding for schools and teachers	18%,
More sports / leisure facilities and clubs	12 %.

Your Needs and What You Would Like To See In The Future

The survey asked:

Is there anything else you would like to tell us about your needs or what you'd like to see in the future?

The responses to this question were written in as 'open text'. Responses were randomly sampled and grouped into broad themes:

Better environment	21%	}
Better and more specialised teachers / new ways of learning	21%	} joint 1st
Better facilities / shops / clubs	15%	
More Police less crime / no racism	7%	

Appendix Four
'Have Your Say Day!'
Conference Report

Partners For Brent
(Brent's Local Strategic Partnership)

Have Your Say

Meeting the Needs of Young People

A Consultation Conference

Saturday 22 February 2003

Conference Report

Have Your Say

Partners For Brent in Consultation with the Young People of Brent

Introduction

On 22 February 2003, Partners for Brent, the Local Strategic Partnership (LSP), hosted its second conference. The focus was young people in Brent and the purpose of the conference was to invite young peoples' views on:

“How well the key problems faced by young people in Brent are addressed by local services and how this might be improved”

The conference was held at Copland Community school and attracted some 170 young people pre-and post-16. They included primary and secondary school students, college students and young people in training or in full time employment.

Adults attending the conference included:

Leader of the Council and Chair of Partners for Brent, Councillor Ann John

Other Councillors

Officers of the Council

Representatives of the many organisations that make up the Local Strategic Partnership

Representatives of Brent Youth Company (BYC) Limited

Youth and community workers in the Brent Youth Service

External facilitators: Radio One's DJ Spooney, Bill Badham from the National Youth Agency and Professor Gus John of The Gus John Partnership Limited

The Conference was preceded by a **Have Your Say** survey of young people in the borough, to which some 2,171 young people responded (926 girls and 1,092 boys, with 153 failing to provide answers to the questions in the survey). The results of that survey formed a major part of the discussions at the conference, with young people commenting on them, adding to them and looking in some depth at many of the issues raised by the survey or not addressed in it.

Conference Organisation

The conference was very well organised in a manner that made everyone feel relaxed and involved.

The conference pack was focused on the young people and ways in which they could be helped to participate fully in discussion of the issues. It included:

- An upbeat and 'we mean business' welcome letter from Councillor Ann John
- A very helpful brief which expanded on the running order of the conference and underlined the fact that the conference was an opportunity for young people to share their views
- The results of the young people's survey, presented in a manner that was both attractive and easy to follow
- A copy of the BYC's free magazine
- The 2002 Annual Report of the Brent Youth and Voluntary Sector Support Service (informative and most impressive)
- A list of the organisations that form Partners for Brent, some of which were represented at the conference
- Background notes on the external facilitators
- An assessment form for participants to say how they found the conference and how it might have been made more useful to them

Facilitating the Sharing of Views

As the attached programme suggests, the day was arranged so that, both in plenary sessions and in the workshops, maximum opportunity could be provided to young people to:

- voice their concerns
- provide advice and guidance to the Partnership and
- exchange views with one another
- work collectively to share and develop skills and create and perform music under the direction of DJ Spooney

Placing the Brent Youth Consultation in a Wider Context

The only feature address on the programme was from Bill Badham, Development Officer at the National Youth Agency.

Bill looked at “the big picture” in terms of meeting the needs of children and young people. In doing so, he presented a national overview of attempts by local and central government, and by voluntary agencies to:

- respond to children and young people’s pleadings to be included in planning and decision making
- hear what children and young people are saying about how they experience the services that are provided for them
- give young people a say and
- act upon the views they express, even when those views challenge the way they think and plan

The key points in Bill Badham’s presentation were as follows:

1. Children and young people have been saying “we want to take part” for years. Adults are now having to listen as never before, not least because of the lead given by Government and because of more emphasis on law on the rights of children and young people.
2. The United Nations Convention on the Rights of the Child and the Human Rights Act which is now in force as part of British domestic law, both provide a legal context for the protection of children and young people’s rights and for the provision of services in support of those rights. Bill highlighted Article 12 of the UN Convention and the 3 Ps that underpin children and young people’s right to a good childhood: Protection, Participation and Provision.
3. In addition, the Government has come up with policies on a number of issues:
 - some of which are targeted at children and young people
 - others which just don’t make sense unless they have a specific focus on children and young people

Those include:

Targeted

- action on child poverty
- young people’s involvement in crime and fear of becoming victims of crime
- action on teenage pregnancies
- the Citizenship curriculum in schools
- New Deal for Communities
- The Children’s Fund

- The 'Sure Start' programme
- Quality Protects
- Connexions

Needing a Focus on Children and Young People

- combating social exclusion
- safer communities
- neighbourhood management
- health promotion, including sexual health
- action for the environment

4. The major challenge for adults just now is whether, in spite of all that, they would

- still resist the involvement of children and young people and deny them the right to participate in decision making
- give young people false hopes and break promises

or, rather

- work with children and young people to remove barriers to genuine participation, and
- not immediately shy away from the new ideas young people come up with because they find them hard to accept or to respond to

5. There are examples of good practice elsewhere in the country of organisations working constructively to involve young people. For example:

- London's Children and Neighbourhoods Project - connecting young people, helping them share and taking action on joint issues
- Nottingham's Partnership Council - helping different groups in the community, including children and young people, work together with the Council and New deal for Communities
- Liverpool's Children's Bureau - finding ways to make sure all agencies in the city think about and respond to young people's needs
- Wales' Framework for Partnership - which is underpinned by children and young people's participation and is set out and supported by the Welsh Assembly

The above elements are all coming together through the approach to planning and service assessment taken by Partners for Brent

6. It is against that background that the aims of the conference are to be seen. The critical thing for the Partners (as for other Partnerships and organisations across the country) is to ensure that appropriate steps are seen to be taken when children and young people say
 - what their needs are
 - what the planning of local services should take account of and
 - how they wish to be involved

What Young People Want

Young people shared their views in 3 main sessions:

- a) In a questions and discussion session led by DJ Spooney that looked at the results of the survey and what young people made of them, as well as issues they thought were not covered in the survey
- b) In a workshop lasting some 90 minutes
- c) In discussion of the feedback from the workshops

The workshops examined the following issues which were not covered in the survey and came up with proposals in relation to them:

- Sex and relationships
- Transport
- Education and discipline
- Mental health
- Poverty and discrimination
- Racism
- Cleaner streets

Sex and relationships

- schools should introduce specialist teaching on this much earlier
- parents should be helped to understand and accept their role in guiding and educating children on matters to do with sex and relationships
- confidentiality and children and young people's right to share and discuss any issues of sex and relationships and have their confidences respected by others

- schools and agencies must find appropriate ways of 'getting the message across' in terms of sexual health, sexual awareness and managing sex in relationships
- children and young people should be able to access reliable information on sex and relationships outside of school
- more direct advice should be available from health professionals in school

Transport

- transport should be more frequent and waiting times should be reduced, especially for buses
- safety on public transport should be improved
- better staff and driver training should be provided
- the various forms of public transport should be adapted and made more accessible to people with special needs
- stations (bus & train) should be made safer

Teasing, bullying and harassment

- information on how to report such incidents and to whom should be more readily available, and young people should be made more aware of that information
- more education and awareness of what bullying and harassment is and how to stop it
- programme of awareness raising and rehabilitation for bullies and those who harass others on account of sex, race, sexuality, etc.
- children and young people need help in understanding, respecting and being comfortable with difference, for example: on account of ethnic origin, sexuality, gender, disability

Improve schooling and education

- better training for teachers and non-teaching staff
- more, planned, out of school activities

- more funding and resources to enable schools to meet the needs of all children, not just those who are focused and achieving
- need to improve discipline and classroom behaviour
- there needs to be a culture of respect for young people, by teachers and other young people
- better careers advice should be available to young people
- more vocational education should be provided, not just to those who are considered to be incapable of getting high grades
- schools should promote a better understanding of cultural diversity; for example, through the curriculum as well as through activities organised by young people for young people

Improve leisure

- more youth clubs
- increased youth club provision to take account of the needs of girls
- more cinemas
- more leisure time activities for girls

Money

- more affordable housing for young people
- better paid jobs
- concession on charges for sports and leisure activities

Cleaner streets

- more public education on environmental pollution
- more bins and discouragement to litter
- more street signs
- streets should be cleaned more often
- clean the drains to stop flooding

Public safety

- improve street lighting
- cut bushes and hedgerows regularly
- improve police response to violence and prostitution
- ban fireworks
- ensure safer routes to and from leisure facilities

Racism

- more publicity about positive measures to tackle racism and about extent of racism faced by different communities
- young people of all ethnic groups to be seen, and to be encouraged to see themselves, as a vehicle for change
- people in power should set an example by not indulging in racism and by being seen to be actively confronting it
- more opportunities should be created to learn from different cultures

Mental health

- encourage less shunning of people with mental health needs
- encourage more sensitivity to people's self worth and background
- more referral agencies are needed, especially for young people at the early stages of mental illness
- more opportunities should be presented for young people to express concerns about mental health in settings that are safe and supportive
- young people must be able to do so with the assurance of confidentiality, especially given prevailing attitudes to mental illness

Poverty and discrimination

- Promote equal opportunities for women, especially around the issue of pay, training and child-care support
- Council and special programme funds should be targeted at areas that are poor due to unemployment, poor quality housing and a lack of provision
- Employers should be encouraged to provide work opportunities for groups who suffer discrimination
- Young people need more targeted help to gain employment. For example, help with developing skills, including interview skills
- Young people need support in planning their own development and deciding where they want to be in the future

Involving young people in the future

- regular surveys should be conducted with young people in schools
- more conferences such as this should be organised
- comment boxes should be available in places where young people naturally meet
- youth group meetings should be arranged in order to encourage the regular sharing of views
- school councils should be set up and should be properly organised to represent the whole school. They should not just involve young people whom headteachers select or teachers recommend
- a web site should be set up in which young people can have discussions, post ideas and influence decisions
- young people should be involved in planning the action to be taken after this conference and in any follow up meetings/conferences

- the media (radio and local newspaper) should be used to inform about the way the Council has involved young people in local planning and as a vehicle for getting across young people's ideas
- there should be more visits to schools by public agencies, including those who make up the Local Strategic Partnership:
 - to share information about the agencies' work and the way that affects young people, and
 - to get the young people's views about policies and services

The discussion of the above feedback from the workshops included lively debates about many of the above issues, ably steered by DJ Spooney.

It was especially heartening to hear the young people share their vision of an inclusive society based on racial equality and social justice. Most were evidently much more generous to adults than adults and the structures they run typically are prepared to be towards them.

Conclusion

The level of participation by the young people, their willingness to provide the adults present with an unmasked picture of how they feel and what they want, and the manner in which they shared amongst themselves and with the whole conference were a huge credit to them all. Their parents, their schools and colleges (or employers) could be justly proud of the qualities they bring and of their vision for the future.

Councillor Ann John echoed the sentiments of other representatives of Partners for Brent and of the conference as a whole when she spoke of her own pride in what the young people of Brent had achieved and the contribution it would make to the planning of services and in determining how the Partnership would address the needs of young people.

The young people provided concrete suggestions as to how they might be involved in the future. Those suggestions place certain responsibilities upon themselves, no less than upon the agencies that provide and monitor services. The wide age span represented among the young people at the conference means that some young people would be more able to participate in joint working with the Council and Partners for Brent than others. As would need some support in making best use of their time and talent in the process of participating in decision making.

The youth and community workers, Connexions staff and school support staff at the conference demonstrated an eagerness to continue to support the development of those 'skills in democratic participation' that the young people displayed. The record of the youth and voluntary sector support service in this respect was widely acknowledged at the conference by the young people themselves.

Brent, therefore, has all that is required for success and for becoming the sort of national example of good practice that the National Youth Agency, the Department for Education and Skills, the Commission for Racial Equality and the Social Exclusion Unit in the Cabinet Office could confidently cite. Those requirements are:

- a clear sense of direction and of the outcomes Partners for Brent desire
- an eagerness to listen and to hear what young people are saying
- their own eagerness to be involved as partners and to say how well or how badly partner agencies are doing
- their vision of the sort of society they want to be managing and in which they would want to bring up their own children
- an able and willing body of youth development facilitators and supporters

Were Partners for Brent to succeed in getting schools and colleges and their governing bodies to buy in to that agenda and examine its implications for how they work, the borough and its partners could lead what is potentially a most rewarding experiment in ***Education for democracy and the shaping of the future.***

Congratulations are due to the Leader of the Council and Chair of the Local Strategic Partnership, to all those whose hard work made the conference run so smoothly, and especially to all those young people whose participation and insights made the conference such a resounding success.

Professor Gus John
The Gus John Partnership Limited

April 2003

Appendix Five
Youth Service Self Assessment

EDUCATION, ARTS AND LIBRARIES



LIBRARIES LIFELONG LEARNING AND CULTURAL SERVICE DIVISION

**BRENT YOUTH SERVICE
BEST VALUE SELF
ASSESSMENT REPORT**

MAY 2003

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INTRODUCTION

1.0 SERVICE AIMS AND SCOPE **Mission Statement**

1.1 to transcend national and international borders in the field of youth and voluntary work to enable people to be more responsible and contribute to their communities”

for capacity The service aims to provide informal education and social opportunities for young people that are challenging and fun. In servicing the voluntary sector the service offers opportunity building and grant funding.

In delivery of the service we endeavour to meet the needs of our users, ensure that they are accessible within an equal opportunity environment.

The service aims to:

- To work in partnership with voluntary organisations
- Provide challenging learning opportunities
- Provide access to disadvantaged groups
- To enable user participation in providing services.
- To offer high quality services to all our customers.
- Support the objective of raising educational standards of achievement by extending opportunities for learning outside the normal school day and year.
- Extend, develop and improve opportunities for young people to develop new skills.
- Ensure good communication and effective relationships with all agencies whose work will enable the service to achieve its purpose.

Scope of the Youth Service

1.2 The role of the service is to manage and develop the Council's strategic relationship with the Connexions service and other partners, by supporting a range of interventions to increase the capacity and skills of young people. The work with young people is concerned with encouraging them to be both critical and creative in responding to their world. It helps young people to fulfil their potential and make informed choices about their lives.

1.3 Young people play an active role in delivering services. This includes the Duke of Edinburgh's Award scheme where gold and silver members contribute as volunteers for junior and inter clubs. The Brent Youth Company Ltd is also an excellent example of young people delivering services. The group has their own premises; produce a magazine and attract external funding for international trips and

research. The Council's Official User Forum, Brent Youth Matters 2 is co-ordinated by the youth service.

1.4 In trying to balance the tension between universal and targeted work .the service has a number of staff who work solely with specific target groups for example travellers, young Somali boys, gay and bisexual men, young people in care, young people at risk of offending or exclusion.

1.5 The service works with young people between the ages of 11 and 25. Our resources are focussed on the thirteen to nineteen age groups in line with the Connexions and Transforming Youth Work agenda.

1.6 The Youth Service delivers work in the following areas:

1.7 Work in schools includes:

- Personal social and health education sessions
- Classroom support for disruptive year 6 students
- One to one support for young people at risk from exclusion
- Alternative sessions for young people excluded from school for between 1 to 14 days.
- Brent and Eton Summer project for gifted young people who are considering further or higher education
- After school and lunch clubs
- Summer term U-project for year 11 students not engaged in many GCSE exams.
- Youth Achievement Award Centre

1.8 Outreach work includes:

- Work with the travelling community
- Limited street and estate work
- Key workers outreach with young people identified by the Youth Offending Team
- Stepping Stones personal development programme
- Youth outreach bus; a mobile service from May 2003
- Management of satellite centres

1.9 Youth/staff Development includes:

- Development of youth fora
- Brent Youth Company Ltd.
- Brent Youth Matters 2 (council forum for users)
- Youth exchanges
- Connexions PA work
- Peer motivator and youth training
- Facilitates in-service training
- Produces 4 U by U youth magazine
- Produces Brent Community Friends newsletter

1.10 Centre and Project work includes:

- Youth activities at three main centres
- Youth activities at five satellite centres
- Summer University
- Summer Activities Project
- Brent Community Friends (young people in care of the local authority)
- Mosaic (gay bisexual and transgender project)
- Duke of Edinburgh Award Scheme
- Youth activities for Somali youth
- Youth exchange programmes
- Youth Arts project
- Sailing project in partnership with Ocean Youth Club
- Support provision for young disabled people

1.11 Connexions Partnership

The service has played an active role in implementing Connexions in the London West Area. Youth work staff are engaged in one to one personal advisor work as part of Connexions work.

The Positive Activities programme and its predecessor Summer Plus are funded via Connexions, during 2003/4 Positive Activities project will be a year round provision aimed at young people known to the YOT and the Behaviour Improvement Schools.

1.12 Social inclusion

The service is committed to equality of access for young people, programming that reflects the diverse community of Brent, and a workforce that reflects the community. Our equality action plan aims to improve inclusion by delivering projects aimed at specific groups of young people. The outreach arm of the service has this area of work as its prime target. The groups that are currently targeted are Gay, bisexual and transgender men and women, deaf and disabled young people, excluded young people, black young men and travellers. The service has recognised that white young men are also not fully represented and they will be targeted in the coming year.

1.13 Regeneration and neighbourhood renewal

All three of our maintained centres are located on or near priority estates or neighbourhoods. Chalkhill centre, in the north of the borough on the Chalkhill estate, Granville centre in the South of the borough on the South Kilburn estate, and Roundwood club in the Roundwood ward.

There are opportunities for further joint work in these areas and for ensuring the needs of young people are not marginalized by adult concerns or interpretation of their needs and issues. One of the priorities for the service is to assist with the development of youth forums/senior membership participation in these areas

1.14 Promoting quality of life and the green agenda

The recreation and leisure arm of the youth and voluntary sector support service enables both the voluntary and statutory sector to offer activities, which enhance the quality of life by promoting healthy life styles through sport and the arts or by creating opportunities to socialise and develop interpersonal skills.

The service has not fully developed programmes, or targeted organisations, that vigorously engage with the green agenda. However, projects have included a garden project at one of our centres.

1.15 Tackling crime and community safety

Young people as victims and perpetrators of crime are issues that are high on the agenda of both central and local government. The service is a key stakeholder in the Youth Crime Strategy with an objective for year one to develop a youth crime prevention forum. Other projects that offer crime prevention opportunities are Connexions Summer Plus programme aimed at young people at risk, truanting, or known to the Young Offenders Team. The Behaviour Improvement Project aimed at those who have been excluded from school; and the Summer U-project aimed at those who need additional support during year 11 and the summer after leaving school.

1.16 Achieving service excellence

The service attained Investment in People status in November 1997 as a single service unit and in June 2002 as part of Community Development Directorate. A working group of staff from all levels completed a self-assessment using the framework from European Foundation for Quality management. The service is currently working on an action plan to address 17 areas of consolidation. Both liP and EFQM project were the service objectives under the Improving Brent programme. This work will be followed up in 2003 with an inspection using the Ofsted self-assessment framework. Both these self-assessment tools are compatible with the Connexions agenda. The Service has a comprehensive Equality action plan available to the public.

The service is aiming to provide Best Value Services by retaining 'Investors in People' accreditation.

1.17 Contribution to other statutory plans

The service contributes to a number of statutory plans including:

- Youth Crime Strategy
- Teenage pregnancy strategy
- Sports/cultural strategy
- Connexions Business plan

- Sexual Health Strategy
- Voluntary sector Strategy
- Behaviour Improvement Plan
- Children and young people service plan
- Drugs strategy
- Cultural Strategy
- Sports Strategy

2.0 OFSTED SELF ASSESSMENT FRAMEWORK

This self-assessment was undertaken by members of the staff team and 2 young people. The assessment reflects current provision and performance and budget figures for the financial year 2001/2 (Figures for 2002/3 not yet available.)

2.1 YOUTH WORK POLICY

The service recently submitted its Youth Plan to the Government Office for London. The Plan is focussed on key objectives for 2003/4 with an outline for work during 2004/5/6.

The priorities and objectives of the service take account of the Local Authority's Strategic Priorities in particular "Supporting Children and Young People" and "Tackling Crime and Community Safety".

The Connexions and Transforming Youth Work Agenda also inform the Youth work policy. The Brent Youth Service is part of the London West Connexions Partnership the Head of Service is an alternate member of the Connexions Board and a member of the Local Management Committee. The Borough has a service level agreement with Connexions and as a result some youth workers are double badged.

The service Youth Plan includes an assessment of current position and action plan for delivering against the Transforming Youth Work Standards.

The key changes for the service are a focus on the 13 to 19 age group with an expectation that 80% of the budget will be directed to this group.

2.2 STRUCTURES FOR IMPLEMENTING POLICY

The Youth service has had to adapt to a number of changes in recent years. The service was located within the Community Development Directorate until October 2002 when it moved into the Lifelong Learning and Cultural Services Division within the Education Arts and Libraries Directorate.

The service consists of a Head of Service, and two managers who have responsibility for Youth & Staff development and Curriculum & Outreach development respectively. There are a number of strategic working groups for example the Quality Assurance group, Deaf and Disabled working group, Personal Advisors for Connexions group and a Marketing group. These staff groups ensure that the relevant action plans are implemented.

The service will now report on progress of the Service Operational Plan and Youth Plan to the Lifelong Learning and Cultural Services division at quarterly intervals.

As described above the youth service delivers work under four areas youth development, outreach, schools work and centre/project work. The table below outlines the service objectives for 2003/4.

KEY OBJECTIVES AND ACTIONS

<u>Key objective</u>	<u>Action</u>	<u>Links to other plans</u>
To contribute to crime prevention and reduction in the borough	<ul style="list-style-type: none"> To provide a mobile and out reach service to 2 identified crime hot spots. To increase summer and other holiday provision by 200 places. To develop a crime prevention youth forum. To commission an audit victims of crime. 	<ul style="list-style-type: none"> Youth Crime Prevention strategy Youth Plan Connexions Business Plan Corporate Strategy Youth Justice Plan Cultural Strategy
To develop voluntary sector partnerships and relationships with organisations working with young people.	<ul style="list-style-type: none"> To develop 5 partnerships with voluntary organisations to deliver summer and other holiday provision. 	<ul style="list-style-type: none"> Connexions business plan Corporate strategy Cultural Strategy
To be active partners in regeneration development by 2 in the borough	<ul style="list-style-type: none"> To increase youth sessions in regeneration areas. To work with voluntary and statutory agencies in these areas. To develop 2 youth forums in Chalkhill and South Kilburn Maintain membership of Chalkhill development board. 	<ul style="list-style-type: none"> Youth plan Youth crime prevention plan Neighbourhood renewal strategy Corporate strategy Education Arts and Libraries Service Development Plan Cultural Strategy
To contribute to social educational training and employment opportunities of young people	<ul style="list-style-type: none"> To develop new sessions for young disabled people in Chalkhill and Roundwood clubs. To provide alternative education for 40 pupils excluded from BIP schools. To ensure that the programmes within centres are based on the youth service curriculum. 	<ul style="list-style-type: none"> Cultural strategy Youth Plan Children's young people's strategy Connexions Business Plan Cultural Strategy

	<ul style="list-style-type: none"> • To train and develop 12 members of Brent Youth Matters 2 and ensure participation of at least 10 organisations including school councils. • To ensure participation of 2 young people on the Connexions local management committee. • To provide 2 additional Arts projects at Granville. • Increase attendance of white young men by 3%. 	<ul style="list-style-type: none"> • Cultural strategy
To develop centres of excellence	<ul style="list-style-type: none"> • To improve IT facilities at youth centres. • Continue refurbishment of 3 main centres. 	
To ensure the service meets the requirement of the special educational needs and disability act	<ul style="list-style-type: none"> • Establish a forum for young disabled people. • Increase staff by 1 • Carry out DDA access assessment of all provision. • All staff to complete DDA training by November 2003. 	<ul style="list-style-type: none"> • Disability discrimination act • Equality Action Plan • Education Arts and Libraries Service Development Plan
To ensure high quality youth work	<ul style="list-style-type: none"> • To establish a marketing and publicity group and develop a strategy. • Delivery year one Youth work standards. • Review monitoring of all management information returns. • Ensure continuous self-assessment EFQM and Ofsted. • Review curriculum document and programming at all centres. • Implement a system of assessing equal access. • To offer at least 3 languages for translation. • To provide training for full, part-time staff and voluntary workers. 	<ul style="list-style-type: none"> • Corporate Strategy • Education Arts and Libraries Service Development Plan • Performance Management Scheme • Youth Plan • Equalities Action Plan • Cultural and Sports Strategy.

<p>To ensure the Equal Opportunities Plan is implemented.</p>	<ul style="list-style-type: none"> • Programme designed to include young disabled people. • Tutors briefed to cater for young disabled people on all programmes. • Transport and personal assistant provided to ferry participants from home to courses. • Evaluation/Review of service carried out. • Steering group for work with young Deaf and disabled young people in place. • One admin officer responsible for personnel matters to receive recruitment and selection training. • All adverts to include a statement requesting Asian and white applicants. • Advertisements placed in Asian media. • Write to all young people in care. • Publicise youth activities in BYC magazine. • Seek referrals from Social services for Summer University. 	<ul style="list-style-type: none"> • Equalities Action Plan • Youth Plan • Corporate Priorities.
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3.0 INFORMATION ABOUT THE AREA SERVED

- 3.1 The London Borough of Brent has a population of over 263,463 noted at the last census. The population of young people in the youth service's target age range is 20,117. Stretching from Kilburn and Park Royal in the south, to Colindale in the north, it is one of the most diverse boroughs in London with a relatively young population. Brent touches on both inner and out London Boroughs but bears many of the hallmarks of an inner London Borough.
- 3.2 The borough is often seen as consisting of two distinct areas in terms of development and local environment. The physical dividing line is often noted as being the North Circular Road.
- 3.3 The south of the borough has substantial 70s high-density development with the South Kilburn estate being a key area. The estate is now benefiting from New Deal for Communities funding.
- 3.4 The north of the borough is suburban in nature and seen as more affluent. Regeneration projects include the Chalkhill development and more recently the Wembley stadium and town centre project.
- 3.5 Brent is a complex borough, its population is the second most culturally and racially diverse of all authorities in England and Wales. Brent already has an ethnic majority community, with the white UK population accounting for 47% of all residents and the Black and Asian communities, which account for over 48% and 5% other. Almost one in ten residents are Irish.
- 3.6 The London Borough of Brent is ranked 20th in the DETR Index of Social Deprivation Index of Local Deprivation for England and Wales.
- 3.7 Three of Brent's local wards are listed as the most deprived wards in London they include Kilburn, St.Rapheals, Carlton and Roundwood. Seventy percent of people in Harlesden and Kilburn are noted as being amongst the poorest one-fifth in the United Kingdom
(Source:Neighbourhood Renewal Strategy)
- 3.8 The unemployment figures of those under 25s is 1,463, this figure represents claimants of unemployment benefit, and not those unemployed but not in the system. The Learning Skills Council figures show that Brent wards are represented six times in the ten wards in West London with the highest unemployment rate. Carlton being the highest with 17.5% of the population unemployed and Willesden Green the lowest at 8.6%of the population.
- 3.9 The Howard League's Citizens Project surveyed 190 young people in Brent and found that 60% of young people feared being assaulted. It found that 61% had had their homes broken into, and 61% of school children had had property stolen; 22% were repeat victims" 95% of

Somali young people had been threatened by aggressors and three quarters cited racial attack as their biggest fear.

(Source Brent Youth Crime Reduction Strategy)

- 3.10 The strategy goes on to discuss under-reporting by young people, their fear of the police and their lack of knowledge on rights and responsibility.
- 3.11 There are five areas referred to as crime Hot Spots in the Strategy. These include Wembley central, Roundwood, Harlesden, Willesden and Kilburn. The Youth and Voluntary Sector has centres in all but one of these areas Willesden. However, we believe that outreach work is more likely to have an impact as these areas are close to shopping centres or underground transport all areas where young people tend to congregate. Key times for crime related activities are around 4-5p.m, suggesting a link to the end of a school day. Our key workers have begun outreach work close to shopping areas in partnership with local police.
- 3.12 As a first step towards meeting the National Youth Agency recommendation of provision within a one mile radius of 80% of service users. The service endeavours to increase its provision to least one youth provision in each ward by 2006. It is hoped that growth of 5.9% awarded by Central government and ring fenced youth and community services could contribute to this.

4.0 FUNDING

4.1 Overall income

The budget for the youth service team for 2003/4 is £1,214,000
During 2002/3 the service was successful in generating a further
£1,063,000 from external sources or service level agreements.

Although successful income generation has enabled us to increase our
delivery it has a detrimental side, in that projects are short term.
Research shows that work which is targeted at hard to reach or at risk
young people needs to be long term and sustainable in order to have
effective outcomes.

4.2 Budget for 2003/4

Staff	982,209
Indirect staff costs (additional hours, consultants, travel etc)	16,781
Total	998,990

Other Operational costs	
Premises	135,360
Transport	19,000
Supplies	186,911
Total	341,271
Grand Total	1,340,261
INCOME	
Charges/rents	126,261
Brent Council Budget advances	1,214,000
TOTAL	1,340,261

The above budget does not include external grant income, which is
anticipated as £1,141,172 for 2003/4.

4.3 ADDITIONAL FUNDING

FUNDING SOURCE	AMOUNT
Quality Protects	49,000
Brent & Harrow PCT	28,247
BIP	187,676
NOF	19,050 (to be confirmed)
Teenage Pregnancy Unit	144,000 (to be confirmed)
Transforming Youth Work	45,000 (to be confirmed)
Connexions PA	45,000
Connexions Positive Activities	585,364 (to be confirmed)
DDA	37,835 (to be confirmed)
TOTAL	1,141,172

4.4 Expenditure 2001/2 (2002/3 year end returns due May 2003)

Budget Heading	Expenditure	
Staff on payroll	816,058	
Contract/agency staff	5,030	
Staff training	14,436	
Staff pension	3,172	
Premises	139,991	
Transport	14,920	
Car Allowance	3,420	
Supplies and services	180,791	
Total	1,177,818	
INCOME		
Brent	1,122,000	
Internal fees	1,287	
External fees	92,279	
Total	1,215,566	

ADDITIONAL INCOME 2001/2		
Source	INCOME	EXPENDITURE
NOF	109,952	116,821
Quality Protects	40,000	38,198
Harrow Health	24,358	32,487
Total	174,310	187,506

5.0 YOUTH SERVICE CURRICULUM

5.1 The Brent Youth Service Curriculum document was agreed in June 2001 and seeks to apply curriculum principles to youth work in that it should:

- ❖ Be educative in its purposes (aims)
- ❖ Determine what educative experiences can attain these aims (programme planning)
- ❖ Demonstrate how these experiences should be organised (programme implementation)
- ❖ Show how the service can determine if the purposes are being attained (evaluation)

5.2 **We believe the youth service is firmly rooted in education in its broadest sense, it is holistic education informally delivered.**

The Youth Service primarily exists to enable young people to meet their needs, aspirations and dreams. They are neither clients nor consumers of our programmes. They are in the driving seat as learner drivers and they need the support of adult drivers. That is the facility we as professional workers, volunteer workers provide. Secondly, we need to take account of society's expectations and future needs- social, political, and economic, so that we can enable young people to understand them and to fulfil them as future citizens. Thirdly, we need to be aware of our value base- that of justice and equality for all, regardless of their physical, social, religious or sexual orientation.

5.3 The model of our curriculum follows the following cycle:

Assess needs
Devise curriculum
Implement programmes
Evaluate
Plan next cycle
Assess needs

This cycle does not simply repeat its self but incorporates previous learning to eliminate errors and includes new insights gained from practice.

In devising the curriculum three headings were judged to cover all areas of our work. These areas are:

Social and Creative
Politics and Participation
Personal Progression

5.4 Our Model of delivery:

PRIMARY TASK

Define the purpose of the programme

THE INPUTS

What resources and person power and skills are required?

THE TRANSFORMING ACTIVITIES

Outline the specific activities to which our inputs will be applied

OUTPUT

The consequences of our transforming activities

FEEDBACK

Evaluation form participants/staff comparing the intended outcome with the actual outcome

5.5 **The Primary Task**

Here we define the specific purpose of any programme or activity in relation the mission statement and key objectives.

5.6 **The Inputs**

Defining the Primary task will enable us to work out what resources and person power we will need. If it is a special programme e.g. gender specific, we shall also be able to determine which group of young people will be part of the input.

5.7 **Transformation activities**

We shall outline the specific activities to which our inputs will be applied. This will enable us to make efficient and effective use of our inputs.

5.8 **The Output**

In this section we shall outline the out from the consequences of our transformation activities.

5.9 **The Feedback**

Feedback is essentially an evaluation activity. Some of the questions we shall explore in feedback will relate to qualitative feedback. Others will relate to quantitative feedback. All of them will compare “The Primary Task (the intended outcome) with the “Output” (the actual outcome) and make appropriate adjustments for the next round of programmes.

(Brent Youth Work Curriculum 2001)

6.0 OFSTED PERFORMANCE INDICATORS for (2001/2)

Net expenditure on the youth service	1,122,000
As % of the "other education" Standard spending Assessment	27.5%
As % of the total education budget	.83%
% on assisted sector	N/A
% on other external partnerships	N/N
Income from external sources	266,589
Expenditure per head of the total population	£69.00
<u>Unit costs of provision</u>	
Of a youth worker contact hour	£10.35
Of each different young person reached aged 13-19	£216.05
Of each registered attendance by a young person aged 13-19	£42.49
<u>Participation</u>	
Proportion:	
Of different young people reached in the 13-19 age-range	6427
Of males	4219
Of females	2208
Of young people of minority ethnic origin	4708
Average number of attendances per young person per annum	5.0
<u>Staffing: deployment and support</u>	
Contact ratio for young people aged 13-19	207:1
Ratio of full-time to part-time hours	1:1.2
Ratio of paid hours to unpaid hours	Not Known
Percentage of net budget on INSET	1.05%
<u>Quality</u>	
% of sessions where young people's achievement is satisfactory or better(1999 Peer Assessment results)	86%
% of sessions where the quality of youth work practice is satisfactory or better (1999 Peer Assessment results)	81%

The Quality Assurance (Best Value Supporters Team) visited a selection of clubs and projects these were not graded but the findings have been included in the Quality Assessment statements.

The table below shows local and National Performance Indicators for the service from 2001 to 2003.

6.1. CURRENT PERFORMANCE INDICATORS

	Description of Output or Performance Indicator	Target 2003/4	Performanc e 2002/3	Performanc e 2001/2	London Average 2002/3
	Youth Service Young people visits to youth projects	36000	32667	35121	35500
	No. of actual young people	7000	Not avail	6427	N/Av
	Ratio of staff to young people	1 to 186	Not avail	1 to 196	N/Av
	Young people visits to Summer University	6000	Not avail	5351	N/A
	No. of different young people visiting Summer University	1200	1050	830	N/A
	Spending per head	200.00	150.23	236.47	N/A
	Description of Output Or Performance Indicator	Target 2003/4	Performanc e 2002/3	Performanc e 2001/2	London Average 2002/3
BVP133	Youth Service Net Youth Service Expenditure per head of population in the Youth Service target range	£100	£70	£65	£110.85
New L	Number of youth organisations	12			
	Number of youth organisations participating in Youth Matters 2 Forum				
New L	Number of new voluntary organisations support by development fund	0	0	10	N/A
	Asian young people participating	750	Not avail	625	N/Av
	No. of hard to reach young people participating	120	N/A	359	N/A
	No. of young people achieving awards:				
	Millennium	0	3	5	N/Av
	Duke of Edinburgh Silver and Gold	90	96	60	N/Av
	Youth Affairs Forum	Established			
	New schools participating in youth provision	12	11	3	
New L	No. of Young people seen by Personal Advisors	To be confirmed			-
HR	The percentage of Stage 1 complaints responded to within 5 days	100%	100%	100%	
HR	The percentage of telephone calls answered within 5 rings	100%	N/Av	90%	

HR	The percentage of letters responded to within 15 working days	80%	100%	100%	
HR	The level of the CRE's Standard for Local Gov for Unit	3/4	3	2	
HR	The percentage of undisputed invoices which were paid in thirty days	100%	100%	100%	N/Av
HR	The proportion of working days/shifts lost to sickness absence	15%	37.04%	26%	
HR	Voluntary Leavers as a percentage of staff in post				

7.0 Review of progress 2002/03

Key targets 2002/03	Progress 2002/03
<ul style="list-style-type: none"> • Refurbish youth centres • To increase participation of young people in Summer University • 8 Youth workers to be involved in least 25% of Connexions PA work • To improve the quality of publications • To attract more white and Asian young people into the service • To consult with special needs groups and establish 3 projects • User groups forum to meet 4 times in the year • To make monthly attendance returns. • Create central membership data base • Complete EFQM self assessment • Action Equality Policy • Internet access at 3 main centres • Achieve lIP • Increase training for part-time and voluntary staff • Increase training budget by accessing external funds • Increase training for voluntary sector • Increase contact with young people in the north of the borough • Improve management contact with schools 	<ul style="list-style-type: none"> • Works completed on 2 centres • Participants increased from 800 to 1065 • Achieved – equivalent of 4 staff involved in Connexions PA work • Directory and Annual report delivered. Letterheads still to be standardised. • Asian participants increased from 387 to 625 • Steering group established to deliver and monitor programmes for young deaf and disabled people • Vol sector forum and Brent Youth Matters 2 met 4 times during 2000/3 • Returns submitted by due date. Some centres to be monitored for accuracy • Achieved by Summer University, • Completed - action plan in place • Self assessed as 2/3 • Internet at 2 centres awaiting BT work at the third. • Two new sessions created • Additional funds received from Transforming youth work application • Two training sessions delivered • Wembley centre increased membership through YIP project. • Summer provision at Preston Manor, Alperton and College of North West London • Service level agreement in place with 5 schools

<ul style="list-style-type: none"> • Ten young offenders reached • Twenty travellers reached <p>Youth Matters 2 ten organisations attend</p>	<ul style="list-style-type: none"> • Key workers reached 83 young people during Summer Plus+ • 30 registered for personal development sports programme. <p>6 organisations reached</p>
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7.2 Staff Consultation - Strengths, weaknesses, opportunities, challenges

<u>Strengths</u>	<u>Weaknesses</u>
<p>Youth workers have experience and expertise Strong relationship with young people Good organisational structure The service is able to attract considerable external funding. Youth plan give status to the service. Excellent holiday provision Service is involved in a number of partnership groups Staff have a flexible approach Reliable volunteers Young people value informal approach Experienced, hardworking and qualified staff. excellent relationships with service users of play service. Achieving targets.</p>	<p>Lack of library/resources facilities Lack of suitable premises for staff Staff skills shortage for Connexions work and specialist areas e.g. drugs and health IT facilities poor at youth centres Low numbers of white young men attracted to the service No central data base of young people using our services Impact of youth work can take years Lack of time for preparation for bids Lack of marketing strategy.</p>
<u>Opportunities</u>	<u>Challenges</u>
<p>The Best Value Review could give an opportunity to develop capacity and remit. Opportunities for new partnership arrangements with the vol sector. Transforming youth work agenda and funding commitment from central government to youth work. Greater opportunity for joint work within EAL. Involvement in partnerships Connexions has set challenging targets in relation to young people Not in Education, Employment or Training (NEETs) with an opportunity to create new posts.</p>	<p>To ensure that staff shortage does not increase stress levels. Increased initiatives and workload will have an impact on staff . Some stakeholders have an outdated image of the service. Service trying to be all things to all people No additional funding from Members to meet the Transforming Youth Work Standards Private sector challenge. Loss of JNC youth work conditions. Face the challenge of working with children at risk of social exclusion and at risk of being involved in youth crime.</p>

8.0 Staffing

The service has a small management team, which consists of the head of service, manager with responsibility for youth and staff development and manager for outreach work. The other two members of the management team are a manager for finance and administration and a team leader for the Voluntary Sector; both managers joined the team when the youth service was amalgamated with the Voluntary Sector Grants Unit in April 2001. The Out of School Support Service was added to the remit of the head of service in January 2003 and the manager is now part of the management team.

The service staffing reflects the diverse profile of the borough. Groups currently under represented are disabled people at all levels and Asian youth workers at level two and senior worker grades.

8.1 Youth service management and staffing from April 2002 to 2003

Ethnic and Gender Breakdown

Male	Female	White/British	African/Caribbean	Irish	Asian	African	Other
38	33	18	34	5	5	5	4

The above represents 71 members of staff out of a staffing cohort of 98.
66 p/t 15.5 fte 32f/t

An officer of the management team has responsibility for staff development. However, all full-time staff are involved in reviewing areas of work and job descriptions. The service also utilises the skills of a number of youth workers who have experience of in-service training and development. The service agrees a training and development plan each year, this forms part of the service operational plan.

The main areas of staff training and development identified to date are:

- Basic youth work training for youth workers
- Capacity build for grants officers
- Sexual health training
- European Computer driving licence
- Detached and outreach working
- Disability awareness
- Transforming youth work management training
- Programming and involving disabled young people
- Recruitment and selection
- Improving Brent Seminar/workshop
- Various IT training
- Customer Care

8.2 Service development plan, 2003/4

- *Summary of staff development needs identified from staff appraisals*

Service Objective	<u>Learning Need</u>	Team/s	Performance Indicators	Method Chosen	Agreed target date	Cost	Evaluation Results
Improve Communication enhancing IT sk of staff.	ECDL, and financial management	All f/t staff and Substantial hours staff	Courses completed Use of skills learned	Course	2003/4		
Valuing staff Improve skills of part-time workers and volunteers and enhance delivery	Stage one and two Brunel University and internal. The skills of part-time and paid and volunteer staff gain skill of working with young people.	9 participants across teams	Participants complete all competencies and awarded certificate from Brunel University.	Course and work Placement	2003/4	£2,000	
Implement equality action plan objective on recruitment.	Recruitment and selection training to improve quality of interviews and selection process. Ensure equal access.	All staff involved in recruitment	All panel members of interview teams work to new guidelines.	Internal training from HR	2003/4	Nil	
Provide a well-managed service.	Transforming Youth Work Management Training	2 members of staff.	Management skills achieved	Course and service project	2003/4	£1,500	
Valuing staff All Staff gain qualifications that are nationally recognised.	Acquire youth work theory and be able to translate it into face-to-face work with young people. Admin/Finance	2 members of staff. 3 members of staff	Staff fully trained and Nationally recognised. Staff fully trained and Nationally recognised	Course and placements provided by Brunel and YMCA National College	2003/4 2003/04	£4,000 £5,000	

Connexions	Staff and service to be familiar with new ways of working as partners of the London West Connexions Board.	All staff attend introduction to Connexions 4 members of staff Personal Advisor training	Staff gain an understanding of their role within the new Connexions service 4 members of staff trained as Connexions advisors	Courses and supervision	2003/4		
In service training/ various conferences - to Improve communication knowledge and skills about youth and voluntary work and keep abreast of Government legislation.	Staff monthly meetings/and seminars to update staff on new legislation new skills areas and develop existing skills Staff Patch Training and Away days	All full time staff and those with substantial hours As above	Gaps in knowledge and skill to be identified in December 2001 after review of the calendar year Team cohesion and work local management	Skills share, coaching and external trainers	2003/4	£5,500	

<u>Priority</u>	Evidence for priority	Action
Youth work diploma	2 full-time staff without youth work diploma or degree	1 to enrol in September
Connexions diploma	Requirement by Connexions for all staff to have complete at least the Introduction to Connexions	All f/t staff to complete Introduction to Connexions by April 2004

9.0 SERVICE REVIEW AND MONITORING ARRANGEMENTS

The service has not yet been subject of an OfSTED review it is envisaged that an inspection of the service will take place after the internal Best Value review and will be in conjunction with the Connexions review of the service level agreement.

9.1 Internal monitoring and review

- i) Progress on implementing the Service Operational plan is reported on a quarterly basis to the Lifelong Learning & Cultural Services Divisional Management Team.
- ii) Systems for collecting and analysing performance indicators and management information need further development. Attendance figures are collected on a monthly basis.
- iii) Individual performance is managed via the Council's Performance Management scheme. Supervision sessions for full-time take place once a month, and part-time staff once a term.
- iv) The Service Annual Reports records the work of the projects and centres.
- v) The Service is required to write a progress report as part of the Youth Plan review at six months and at year-end.

9.2 Best Value Reviews, inspections and other major reviews

The last review of the service took place in 1997. During that time the service moved from being a Youth and Community service to focus on youth aged 11-25 at the same time grants awarded to youth organisations and administered by the youth service were moved to the centrally located Voluntary Sector Unit. In 1999 the service commissioned a peer review, which was conducted by an office from Tower Hamlets and the ex-commissioning manager for the youth service.

In readiness for a partnership with Connexions London West the service utilised team training days to consider the change of role for workers taking on Personal Advisor work. The strength of the service and unique contribution to Connexions were noted as our schools work; a good mix of generic and targeted project work, and skills in engaging young people informal settings. The key area for development was noted as outreach and detached work which is essential to reach groups identified by the Connexions mapping, e.g. unaccompanied refugees and asylum seekers.

The service completed a self-assessment of processes and procedures using the European Foundation for Quality Management (EFQM) toolkit in 2002. The working group, which consists of workers from all levels of the service, has now agreed an action plan to address the areas for improvement. The OfSTED self- assessment framework has been followed for this Best Value assessment.

The work carried out to date with the EFQM assessment, OfSTED self- assessment and briefing sessions for the Youth Plan form part of our evidence of **challenge**.

The purpose of the “What young people want?” Best Value Review is to identify the necessary structures, systems and resources to ensure that young people between the ages of 10 and 19 are effectively involved and supported to achieve their goals. A Best Value performance review panel will **challenge** the service on its delivery and propose action for improvement.

The Quality Assessments, which follow, have been arrived at by visits to centres, assessments at club and project level by staff, and discussions with staff and young people.

9.3 Consult

The service has a history of good practice in establishing consultation mechanisms for reaching young people they include:

- Conferences
- User and non-user surveys
- Speak easys
- Issue base video projects
- Questionnaires
- Magazines
- Mosaic Web page
- Youth Forums

Staff, young people and other stakeholders were consulted in preparation for the service Youth Plan.

The groups addressed the following areas:

- Universal Vs Targeted provision
- Marketing and publicity of the service
- Young people’s involvement
- Transition programmes for the target age range

9.4 Consultation findings suggested that the Youth Service is best placed to provide the following:

- ❖ Clear guidelines and policies affecting youth provision.
- ❖ Greater access to what is already happening.
- ❖ Stable long-term programmes.
- ❖ A centre of expertise.
- ❖ Consistent monitoring to ensure quality and targets are being met.
- ❖ A youth feedback system.
- ❖ Enable services to have a joined up approach.
- ❖ Training for workers and young people.
- ❖ Access funding from central government
- ❖ Provide a keen sympathetic and supportive role for the voluntary sector.

9.5 In terms of Young People's involvement the following was identified:

- ❖ A need for training young people and providing attendance allowance for forum meetings.
- ❖ Formal links to be made with all forums currently in existence.
- ❖ Need to involve young people at every stage of service development.
- ❖ Need to co-ordinate youth consultation across council services.
- ❖ To develop a web site with young people.
- ❖ Need to provide more skills based qualifications for young people.
- ❖ Recognition of young people's involvement e.g. Citizenship Award.

9.6 COMPARE

The National Youth Agency – NYA collects performance data seen above from all youth services in Britain. In the last published benchmarking (2000-2001) the Brent Youth Service was ranked as

72 out of 145 budget as % of Education budget
88 out of 141 In spend per head of population for 11-25 year olds
60 out of 147 In spend per head of population for 13-19 year olds
38 out of 125 number of young people reached in 11 - 25 age group
43 out of 122 number of young people reached in 13 -19 age group
138 out of 146 % funding from other sources
76 out of 144 % spent on voluntary sector grants aid (not part of youth service budget)
131 out of 139 % spent on Youth service training.

The Boroughs in the NYA Neighbours Benchmarking audit were Wandsworth, Waltham Forest, **Hammersmith and Fulham**, Redbridge, Croydon, Haringey, **Brent**, Lewisham, **Ealing**, Enfield and **Hounslow**. The boroughs marked in bold type are within the London West Connexions Area and with whom the service has working links.

Regional bench marking statistics show a similar pattern.

Key areas for improvement for Brent are:

- to increase allocation for staff training. (In 2002/3 the training budget was supplemented by a Transforming Youth Work grant.)
- to increase funding from external sources
- to increase funding to voluntary organisations engaged in youth work.

Examples of Good practice that can inform Brent youth service delivery.

Barnet Detached and Outreach service

Kingston Respect sexual health guide

Tower Hamlets Summer University and Peer Motivator scheme

Camden Youth Advice and Counselling project

Kensington and Chelsea service level agreements with the voluntary sector

Westminster Curriculum Tool-kit

9.7 COMPETE

The Connexions and Transforming Youth work agenda promote partnership and co-operation rather than competition. The service is keen to ensure value for money by comparing our performance as far as is possible, with the benchmarking performance indicator data published by the National Youth Agency. The structure and composition of youth services varies enormously, for example some include play and adult education others are solely youth service for 13 to 19 age group and others like Brent have play, voluntary sector and youth service.

The youth service is involved in a number of partnerships, this has enhanced our ability to deliver in specialist areas, for example work with young offenders, travellers and young people in care. Partnerships include Teenage Pregnancy Unit, Connexion, Children and Young People's Priority Action Group, Youth Crime Prevention Group, Primary Care Trust, Young Offenders Team and a number of voluntary organisations.

The configuration of Connexions services also takes different forms, the London West model is a "contracting model", which ensures that the youth service is retained under local authority control. This leaves the market open for careers service, local authority directorates and voluntary organisations to compete for service level agreements.

There is an example of competitive tendering in Sheffield where the careers company and youth service created a company limited by guarantee and successful won the tender for delivering Connexions and Youth work in Sheffield.

The service has some experience of working within a structure of 3 business units competing for funding and recognition. It is the view of staff that the competitive market can lead to fragmentation and focus on acquisition of funds and contracts rather than on delivery to and for young people.

**SELF-ASSESSMENT
YOUTH WORK QUALITY STATEMENTS**

1. With which groups of young people does the service work and why?

Framework Reference	Quality statement	Key documents or evidence	Areas of strength	Areas for development
1B CONSULT	The service assesses need in conjunction with young people, the local community and other relevant agencies	Users non-users survey Youth Connect week survey Connexions survey End of project evaluation Youth Forums Senior members/peer motivators. Gay bi-sexual and transgender survey.	Youth forum Brent Community Friends. Brent Youth Company Summer University P0rogress Action Group Mosaic Brent Youth Company Club senior members	There is a need for end of term user satisfaction questionnaire/focus meetings. Session recordings need to me more specific about what knowledge/skill has been gained User and non- user surveys to be carried out annually.
	Service policy identifies the groups of young people to whom priority is given	Service Operational Plan Youth Plan Connexions Business Plan Annual report	The service targets the African/Caribbean community 3,485 of this population were reached in 2001/2. The following groups are identified as requiring special provision: Travellers, Somali men, gay bi-sexual trans gender, Looked after young people, young disabled people	Provision for unaccompanied asylum seekers and refugees Consult with white young men and increase provision
	The service collects participation data about such groups in order to evaluate its	Annual report Monthly attendance figures Centre registers	Summer University database to be extended to cover all	Need to improve source data from satellite centres and some

	effectiveness in reaching them.	Summer University database. Connexions returns	projects.	projects. Move from manual to electronic collection. Standardise all forms to compliment Connexions data requirement.
	The service has developed a range of appropriate strategies to encourage such groups to take part; including outreach and detached work, collaborative work with specialist agencies and the provision of a variety of programmes relevant to their interests.	Some outreach and detached in South Kilburn and Church end. Evidence recordings. Connexions Key workers do daily outreach work and make contact with young people who are truanting or have been permanently excluded. Evidence recordings	A youth bus has been purchased this will enable outreach workers to take provision to areas of the borough where there are no centres. In conjunction with housing and drug agencies, staff will deliver directly to hard to reach groups.	The service needs to consolidate its outreach work by establishing two teams for the north and south of the borough. There are few programmes on offer at weekends. The service needs to introduce late night sessions 9p.m to midnight.
	There is equality of opportunity with regard to access to the full range of provision.	The service Youth Plan and Equality Action Plan identify the following target groups for 2003/4: Young Deaf & disabled people, White young men	Below are some of the service's projects that address equality of access: Woodfield School U-project. Brent project for refugees and asylum seekers. Brent Community Friends. Mosaic project. Travellers project	The service needs to establish forums for Asian young people and disabled young people.
	There are effective and appropriate support structures for all young people with whom	Brent Youth Matters 2 and other youth fora in place. Personal Advisors for	The work of personal advisors and key workers provides	Texting service to be developed service wide. External supervision

	the service works	Connexions (PAC) support group for staff working one to one.	support and advocacy for individuals. In addition youth fora provide the vehicle for groups of young to air their views. Texting service for one to one confidential support. Mosaic web page. Staff have good links with specialist agencies e.g. Addaction.	counselling support for workers working with young people in crisis or with multiple difficulties.
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2. How high are standards?

Framework reference	Quality statement	Key documents	Areas of strength	Areas for development
2B	Young people acquire new skills and interests and gain in knowledge understanding and awareness	Project/centre programmes, Annual report, D of E Awards, Summer University record of learning, Video evidence, CD and tape evidence of skills acquired, youth magazines evaluation forms.	Summer University, Right Track project for excluded pupils, Duke of Edinburgh's Award	Youth Achievement Awards are currently being developed for use across the service.
	Young people communicate clearly, discuss issues effectively and where, necessary defend their case logically and objectively.	Various youth conferences, youth research projects, youth speak easys and video documentaries.	Young people from Brent are often asked to represent the views of their peers at focus groups/conferences or interviewed for TV & radio. Brent Youth forums are represented on the London West Connexions Board.	Develop active membership of the Youth Parliament. Encourage more young people to take part in Brent Youth Matters 2.
	Young people demonstrate the ability to seek out and make use of relevant information to solve problems and make choices.	Minutes of Forum meetings and individual work recordings. D of E work evidence.	Members of the key youth fora are actively involved.	More detailed recordings required at club level to evidence individual attainment.
	Young people apply what they have learned to new and different contexts.	Minutes of various forums and projects.	Learning from youth service projects included in CV especially D of E attainment and Summer	

			University learning outcomes certificates	
	Young people participate actively in decision-making both within their club and project and in the wider community.	Centre minutes Minutes of various forums	Brent Youth Company Brent Community Friends Mosaic	Membership of Brent Youth Matters 2 needs to be increased in order to be more representative of young people in the borough.
	Young people are able to evaluate their achievements and to assess both their own and the groups' progress.	Showcase of achievement, Awards Evaluation forms End of project feedback, structured and informal discussion. Programme evaluation forms. Connexions individual progress recordings	Summer University Progress Action Group D of E assessments Brent & Eton Summer School Right Track exclusion project.	Youth Achievement Awards to be developed across the service. Sample of young people to be involved in end of session learning review.
	Young people are responsive to what is on offer.	Increase of membership at most centre/projects Evaluation forms.	Tavistock centre Summer University Granville centre Wembley centre	The views of young disabled people need to be courted and programmes both separate and inclusive established.
	Young people demonstrate a growth in confidence and self-esteem	Young people can be interviewed. Summer Plus sample interviewed as part of assessment of the project.	Brent Community Friends BYC Wembley senior members Peer Motivators	The Connexions personal development and tracking forms to be rolled out across all centres and projects and used by all youth workers not only Personal Advisors.
	Young people display tolerance and are sensitive to the rights and feelings of others.	Video work with Willesden High school pupils to address racial	Brent Community Friends a good example of work with Kosovan	The Curriculum needs to address Homophobia & and disability issues

		tension between Jamaican and Kosovan young people	refugees and African/ Caribbean young people. Somali project at Tavistock. Peace One Day with performances from various communities	with young people and staff. The service to be involved in Respect week in July and the Peace One Day celebration of Achievement will include performance and displays.
	Young people are willing to take on responsibility and to work collaboratively with their peers	Peer Motivators Senior members Forum members Duke of Edinburgh's Award participants Granville performance groups. BESS	Most projects seek the involvement of young people in planning and delivery. This can include fundraising, volunteering or representing the group or service.	
	Young people have established good relationships with one another and with workers and are able to handle conflict and confrontation with maturity.	Can be determined from site visits.	U-project Willesden High School project	In order to have written documentary evidence the Best Value supporters group plus managers to establish a cycle of unannounced visits. Further behaviour management work with young people on the Right Track project.
	Young people attend regularly and are well motivated.	Project registers Minutes of forum meetings	Mosaic participants continue to attend despite attacks suffered at their previous venue.	Some satellite centres need to improve the curriculum on offer.

3 How effective is youth work practice?

Framework reference	Quality statement	Key documents or evidence	Areas of strength	Areas for development
3B	Youth workers understand implement effectively the educational principles of youth work.	Discussion at team meetings and training days.	Staff involved in deciding service objectives- individual objectives agreed at supervision.	All youth workers to be trained. Ensure all new staff received adequate induction to the service and mentoring where required.
	Youth workers know their area well and the needs of the young people with whom they are working.	Can be tested by interviews with staff.	Youth workers have worked with the borough for a number of years and have good local knowledge.	Information/knowledge held by youth work staff needs to be in written form.
	Youth workers agree limits for acceptable behaviour with young people, establish and sustain positive relationships with them, and provide them with stimulating and challenging experiences.	Ground rules/club membership rules. Centre/project programmes and service directory.	The service offers a wide range of project and centre based work.	
	Youth workers give young people appropriate advice and personal support as necessary and know when to refer them to specialist help.	The service link with Connexions and Personal Advisor work has helped strengthen local networks.	Personal Advisor for Connexions supervision group. Links with Learning mentors and EWOs	Establish a counselling advice project within the service in partnership with Connexions.
	Sessions are thoroughly planned and prepared and focus clearly on what is to be learned.	Session planning forms	Wembley youth centre, Duke of Edinburgh's Award, Summer University, Roundwood club, Tavistock youth	Learn from good practice of Westminster youth service and develop the curriculum Toolkit.

			centre Granville Centre	
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Framework reference	Quality statement	Key documents or evidence	Areas of strength	Areas for development
3B	Approaches are used which differentiate ability and interest.	Programmes	Summer University Duke of Edinburgh's Award, junior, inter and senior sessions	Look at programme and access for young disabled people (Special Educational Needs and Disability Fund).
	Youth workers encourage young people to participate actively in the planning and execution of the work.	Forums Senior members	Summer University SUPA involved in programme design interviewing of staff and working as volunteers on the programme.	Build membership of BYM2
	Youth workers enable young people to make their views heard in local, and where applicable national contexts.	Forums	Brent Youth Matters 2 and other forums	Increase membership
	Youth workers evaluate regularly, in conjunction with young people, what has been learned and achieved, and keep a record of this.	Minutes of various meetings. Recordings and reports	Forums as above. Tavistock Mosaic Duke of Edinburgh's Award	Ensure this is universal and provide common template for recording learning outcomes.
	Evaluations are recorded in ways, which will be most helpful to young people's personal and social development.	To be tested	Common recording form in place for Connexions Personal Advisor work.	Evaluation process needs to be reviewed with young people.

4. How well does provision meet the needs and interests of young people?

Framework reference	Quality statement	Key documents or evidence	Areas of strength	Areas for development
4B	The curriculum provides a broad and relevant range of educational activities and opportunities for learning and development, including information and advice services and an effective referral system to specialist help where required.	Curriculum document Programmes Annual Report	Protocol in place for Connexions referrals	No generic advice and counselling service this is an opportunity for development. Connexions referral process to be consolidated.
	The curriculum has been developed according to assessment of need, to meet the service's priorities and in conjunction with young people	Survey results including those led by other agencies inform the curriculum document. Youth Plan consultation.	Youth service club members were involved in suggesting areas for the youth work curriculum document	The curriculum document to be reviewed and tool-kit extended to make it accessible and user friendly.
	The curriculum provides an effective basis for young people's personal and social education, motivating them and enabling them to make progress.	Curriculum document and programmes.	The arts under the curriculum heading Social and creative at the Granville is an example of good practice that has received National recognition through TV documentaries and work with the Royal Philharmonic Orchestra.	The service needs to develop the area of sexual health and relationships. Partnership with the Primary Care Trust will consolidate this work.
	There are opportunities for young people to engage actively in local	Minutes of the Connexions Board,	Connexions Board representation.	

	democratic structures.	Quality Protects and Brent Youth Matters 2	Brent Youth Matters 2 User forum	
Framework reference	Quality statement	Key Documents or evidence	Areas of Strength	Areas for development
	There is appropriate curriculum leadership and co-ordination at all levels of the service and all staff understand that the agreed curriculum is central to their work.		Examples of good practice Mosaic, BYC, BCF, D of E, Summer University, Summer Plus, Eton project, U-Project, Granville Youth Arts Centre, Tavistock, Wembley centres.	Implementation patchy across the service further development required at some satellite centres
	The curriculum is responsive to the needs of young people by being provided at times, in locations and in contexts which are accessible to them and which reflect their interests and preferences.	Directory and project/ club programme.	New youth bus project. The use of satellite centres is cost effective as it reduces the service overheads on building maintenance	The service only has 3 maintained centres there is opportunity for growth to make programmes more accessible. The mobile bus service should go some way in addressing this gap.
	The curriculum recognises and makes appropriately differentiated provision for young people according to age, sex, ethnic origin, interests, abilities, social circumstances and sexual orientation.	Annual report Programme plans	Brent Community Friends. Mosaic project Right Track Project	New work with young lesbian women and teenage parents to be developed.
	The curriculum contributes and adds value to the programmes of learning offered by other providers, such as schools and colleges.	Annual Report BESS report	Schools worker negotiates work with a number of schools. Right Track project.	There is scope for increase work with BACES with the 16-19 age group.

5 How do the availability and quality of resources affect learning and development?

Framework reference	Quality statement	Key document or evidence	Areas of strength	Areas for development
5B	There are enough qualified and experienced youth workers to match the demands of the programmes on offer and the range of young people involved.	Staff qualification documentation.	The service has developed close working links with Connexions and has a focus on one to one work.	There is a need for youth workers to undertake the Connexions Personal Advisor training. Gaps in expertise include health education, disabilities and outreach work.
	All staff are appropriately deployed to ensure effective use of their expertise and to meet the priorities of the service.	Evidence of previous reviews and staff meetings.	Supervision sessions are used to identify staff training needs. Exit interviews provide recommendations for improvement on the particular post.	A review of the structure and line management support will be addressed at the team residential. The service is experiencing a period of growth and needs to review its management structure.
	Accommodation, including mobile and residential provision, is in good condition, is used flexibly and imaginatively and is fit for purpose.		A mobile provision will be established in May to supplement outreach work.	All centres require extensive refurbishment.
	Accommodation is accessible to all young people, well distributed across the area and reflects the culture of those who use it.			There are insufficient centres.

	Young people have access to the resources and specialist equipment necessary to provide them with rich and varied learning opportunities.		The Granville Centre The Duke of Edinburgh's Award Scheme have resources that are fit for purpose	IT resources for young people need to be improved.
	Accommodation, learning resources and specialist equipment conform to health and safety requirements.	Annual Equipment checks are in place.	Summer University Duke of Edinburgh's Award Scheme. Schools work	Individual activity risk assessment need to be undertaken for every session.

6. How effectively do partnerships and liaison with other agencies enhance the opportunities for learning and development?

Frame work reference	Quality statement	Key documents or evidence	Areas of strength	Areas for development
6B	There is a wide range of partnerships and liaison with other agencies engaged in complimentary work.	Service level agreements. Minutes of meetings	Connexions Quality Protects Schools work	Develop partnership with Metropolitan Police for delivery of summer projects.
	Such partnerships enhance opportunities for young people already using the service and introduce new and different young people to youth service provision.	Service level agreement with Social services BIP Schools service level agreement Health Authority Funding Connexions Partnership	Summer Plus Special needs BIP Genesis housing Schools work	Youth bus contracts currently being negotiated with housing organisations.
	Young people have regular opportunities to become involved in decision making as a result of the service's links with other parts of the local authority, external agencies and community groups.	Young Deaf and disabled working group Schools work Community safety Partnership	Woodfield School, Carlton Handicap group, Gateway club. St.Raphael's special needs project	Partnerships to be established with Neighbourhood Renewal and New Deal for Communities.
	Collaborative working is of mutual benefit. Each partners is clear about its particular contribution to the overall purpose.	Service level agreements with Social Services and Connexions	Brent Community Friends. Summer Activities, and Connexions PA work.	Wembley Crime Action Zone partnership is confused. Need to develop a formal service level agreement.
	The relationship between collaborative activity and the service's core business is regularly evaluated.		The service evaluates its work in October, April and December. Key areas for development are addressed at the team away days in the Spring term.	External funding has an impact on the infrastructure required to sustain the work. The service will review all future proposals for funding to ensure that management support and accommodation are

				factored into the bid.
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7. How effective are leadership and management in raising achievement and supporting young people in their personal and social development?

Framework reference	Quality statement	Key documents or evidence	Areas of strength	Areas for development
7B	Service policy and priorities, underpinned by commitment to equality of opportunity and the promotion or racial justice, have been agreed following consultation with the community served and key partners, including young people themselves.	Sports strategy focus group. BYC, BCF consultation notes.	An Equality Action plan is in place and addresses gaps in provision. Young people were consulted on the service Youth Plan and held a residential and conference to look at key issues for young people.	Young people to be involved in the review of the Equality Action plan.
	Managers set a clear sense of direction through strategic objectives, targets and values that are fully understood by all staff	Youth Plan Service Operational Plan Individual Objectives	Consultation with young people and staff Youth Plan written in consultation with a number of stakeholders. Objectives are linked to the Council's Corporate Priorities. Staff individual objectives reflect	.
	There are clear roles and responsibilities, backed by effective communication, to achieve a common purpose and teamwork across the service.	Two youth service managers have specific areas of responsibility and are part of a team of six, which include a manger for finance and administration, Out of School Support Service	Structures in place: Staff meetings Team away days Supervision sessions Patch meetings Service working groups	There is still some work required to assist good communication as a result of amalgamation of the Voluntary sector team and Out of School Support Service to ensure a seamless

		and Voluntary Sector Support Service. Regular team away-days or residential.		service.
	Performance at all levels is regularly monitored and evaluated, against agreed performance indicators and quality standards. In conjunction with young people. (Best Value Compare) and including direct observation of work.	Performance indicator returns. Supervision notes. Appraisal reports	Supervision books provide a good guide for recording action.	Supervision and appraisal needs to be consistent across the service.
	The findings of evaluation are used to adapt programmes, plan future work and secure improvement.	Session plans and evaluation forms	SUPA – Summer University review sessions.	The service needs to respond to young people’s request for more weekend provision and late night sessions.
	Professional training, updating appraisal and supervision of staff are effective in improving the quality of provision.	Individual training identified in supervision book. Service training priorities shown above in training plan.	Staff have been identified for nationally recognised qualification. Three members of staff are currently receiving youth work training.	Supervision of staff is not consistent across the service. Supervision and appraisal training now on offer corporately.
	Resources, including accommodation, are managed efficiently to match priorities and attain agreed outcomes.		Purchase of equipment is linked to a planned programme.	Accommodation is an issue for the service in this period of growth. All new project proposals will include funding for accommodation.
	The service measures	NYA performance	The Youth Plan	The service needs to

	<p>its costs effectiveness and value for money within both the local and national contexts using its own methods and in the light of the principals of best Value. (Best Value Compete and Compare</p>	<p>indicator returns.</p>	<p>identifies action over three years to meet the proposed Youth Work Standards.</p>	<p>agree the base line data against which it will be judged. The NYA audit goes some way to providing national comparisons.</p>
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APPENDIX A

Self Assessment Questionnaire

Name of Youth Service: Brent Youth, Voluntary Sector and Out of School Support Service

Name of head of youth service: Elizabeth Rand-Greaves

Address: new Bridge Park, Harrow Road, London N.W.10.

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1.	In which local authority department or unit is the service located?	Education
2.	For how long has the service been so located?	6 months
3.	What is the local authority's total net expenditure on education?	£126,575,000 (2001/2) £135,466,000 (2003/4) (2002/3 year end available in May)
4.	What is the overall total net budget for the maintained and assisted youth service?	£1,177,818 (2001/2) £1,214,000 (2003/4) (2002.3 year end available in May)
5.	What percentage of the "other education" standard Spending assessment is allocated to the youth service budget?	29.8%
6.	How much of this was spent on the maintained youth service?	£1,122,000 (2001/2) £1,214,000 (2003/4)
7.	Please specify all the sources of income that comprise the budget for the youth service. These figures relate to the 2001/2 financial year?	
	Local authority expenditure (through SSA)	£1,22,000
	External income	£174,310
	Please specify categories	
	New Opportunities Fund	£109,952
	Quality Protects	£ 40,000
	Harrow Health	£ 24,358
	<u>TOTAL GROSS</u>	£1,293,310
8.	<u>What is the total net expenditure on the maintained youth service with regard to?</u>	

	a. <u>Staff</u>	£821,088
	b. <u>Premises?</u>	£139,991
	c. <u>Supplies and services?</u>	£202,303
	d. <u>Administration?</u>	(included above)
	e. <u>Central charges?</u>	N/A
9.	<u>What is the total amount of expenditure (cash & kind) allocated</u>	
	a. <u>to the assisted sector?</u>	None
	b. <u>to other external partners?</u>	None
10.a	<u>What is the service's expenditure on INSET?</u>	£14,436
10.b	<u>How much of this is derived from the Standards Fund</u>	Nil
11.	<u>How much of the INSET budget is allocated for:</u>	
	a. <u>training part-time staff</u>	£6,000 approx.
	b. <u>the voluntary sector</u>	Nil (paid from grants budget)

12. What is the total youth population in the service's target age-range?

Age	Male	Female	Of minority ethnic origin
11-24	28,599	27,733	Male: Not known Female: Not known
Totals			

13-19	11,379 est.	10,904 est.	Male: Not known Female: Not known
Totals			19,809
Other age-range	N/A	N/A	Male: N/A Female: N/A
Totals			

13. How many contacts or attendances are made by young people in the maintained?
sector in a year?

Age	Male	Female	Of minority ethnic origin
11-24 (inc)	Not recorded	Not recorded	Male: Not recorded Female: Not recorded
Totals			
13-19	Not recorded	Not recorded	Male: Not recorded Female: Not recorded

Totals	35,121		
Other age-range	N/A	N/A	Male: N/A Female: N/A
Totals			

14. How many individual young people are in contact with the maintained youth service in a year?

Age	Male	Female	Of minority ethnic origin
11-24 (inc)	Not recorded	Not recorded	Male: Not recorded Female: Not recorded
Totals	8,263		
13-19	4,219	2,208	Male Female
Totals			
Other age-range			Male Female
Totals			

15.a	What is the number of youth officer posts (that is strategic managers) in the maintained sector?	3
15b	How many officers are in post?	1 male, 2 female
16.a	Indicate the number of full-time youth worker posts established in the maintained sector who have significant responsibility for management of other workers.	2 male, 2 female
16.b	How many are in post?	3
17.a	How many other full-time youth worker posts are established in the maintained sector?	8
17.b	How many staff are in post?	5 male, 3 female
18.a	What is the annual total of part-time youth worker hours in the maintained service?	22,176
18.b	What is the total number of part-time workers?	66
18.c	Please calculate the annual staffing FTE for the service	39.5
19.	What is the average percentage time spent each week by full-time in face-to-face work with young people?	35%
20.	What is the total number of unpaid youth worker contact hours in the maintained service?	Not currently recorded.

