

**Directorate of Education and Lifelong Learning**

# **Dudley Youth Service Plan 2005 – 2006**

## **Consultation Document**

***‘Putting Learning First for Dudley’***

**April 2005**

**John Freeman  
Director of Education and Lifelong Learning**

**Directorate of Education and Lifelong Learning  
Dudley Metropolitan Borough Council  
Westox House  
1 Trinity Road  
Dudley  
West Midlands DY1 1JQ**



## Directorate of Education and Lifelong Learning

### Consultation Document

**Consultation on:** **Dudley Youth Service Plan 2005/06**

**Summary:** The Dudley Youth Service Plan provides a framework for the delivery of services to young people and their communities in partnership with others. Integral to this is the active involvement of young people.

**Deadline** All responses must be received by **9 August 2005**

**Consultees:**

- Chairs of Governing Bodies
- Headteachers
- Councillors
- Members of the Lifelong Learning Select Committee
- Members of Parliament
- The Black Country Learning and Skills Council
- Dudley Lifelong Learning Partnership
- Further Education Colleges
- Directorate Staff
- Unions and Professional Associations
- Early Years Development and Childcare Partnership
- Standing Advisory Council on Religious Education
- Dudley MBC Chief Officers Group
- Primary Care Trusts
- West Midlands Police
- Worcester Diocesan Education Committee
- Roman Catholic Diocesan Schools Commission
- Dudley Association of Governing Bodies
- Neighbouring LEA Directors
- Dudley Racial Equality Council
- Community Forums
- Community Learning Networks
- Churches Together in the Borough of Dudley
- Dudley Free Church Liaison Council
- Dudley Parent Partnership
- The Kashmiri Pakistani Professionals Forum

Dudley Community Partnership  
Black Country Chamber of Commerce  
Dudley Education Business Partnership  
Community Representatives Panel  
Youth Strategy Group  
Sure Start local programmes  
Children's Fund  
Children and Young People's Partnership

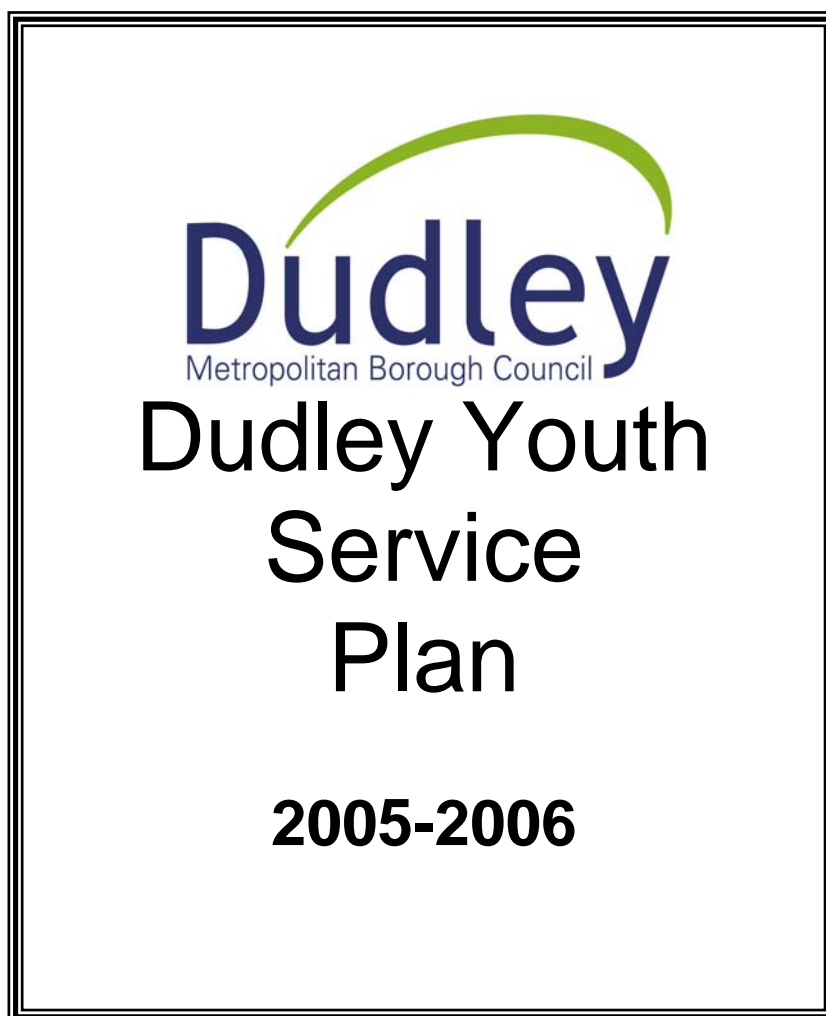
Public Access: Public Libraries  
Dudley Website [www.dudley.gov.uk](http://www.dudley.gov.uk)  
InsideDudley  
Westox House

Responses to: Carol Williams, Team Leader  
Executive Support Team  
Directorate of Education and Lifelong Learning  
Westox House  
Trinity Road  
Dudley DY1 1JQ

All responses may be published. **A large print version** and versions in other languages are available on request to the above address.



John Freeman  
Director of Education and Lifelong Learning  
May 2005



## **Executive Summary**

### **Introduction**

The Dudley youth service plan presents a lot of detailed information about the youth service its current operation and future ambitions.

### **Section by Section**

Section A outlines the strategic context from a national and local perspective.

Section B deals with the Youth Service itself, how it is organised and managed.

Section C sets the scene within our local Youth Strategy and outlines values and principles that are key to Dudley Youth Service.

Section D evidences how we work in partnership with other local statutory and voluntary organisations to meet the needs of our young people.

Section E covers an intrinsic element of our organisation – how we involve young people themselves in decision-making, local democracy and citizenship.

Section F deals with another fundamental aspect of our service planning – the Youth Service approach to establish equality and social inclusion.

Section G demonstrates how we ensure quality throughout our service.

Section H outlines our staff development framework

Section I sets out our resources.

Section J considers some of the risks within this plan and how we intend to manage those risks.

Finally, Section K sets out the planned implementation of the Youth Service Plan 2005-6.

### **Key Issues**

In common with all other services for children for young people we are looking to a future where the management and delivery of services are within an integrated framework.

Dudley Youth Service is fully committed to engage with partners to achieve integrated service provision.

At the heart of our service is the involvement of young people. Young people have the right to express their views and be heard, it is essential that we consider their needs and aspirations and that we involve them in decisions that affect their lives.

## **Conclusion**

We want to give all our young people access to a full range of excellent services, Dudley Youth Service Plan is one very important contribution to making Dudley a truly great place for all young people to grow up in.

**Contents**

Consultation Document.....	1
<b>Section A - Introduction.....</b>	<b>9</b>
Purpose of Plan .....	9
The Council Plan .....	9
National Context .....	10
Local Context.....	10
Key Statistics .....	10
Where are we now? .....	15
<b>Section B - Youth and Community Team Organisation .....</b>	<b>16</b>
Senior Management Team .....	16
Area Teams .....	17
Borough Curriculum and Staff Development Team .....	17
Community Capacity Team .....	18
<b>Section C - Setting the Scene .....</b>	<b>18</b>
Vision and Values .....	19
The Values .....	19
Outline of Youth Service Provision .....	20
The Youth Service Curriculum .....	20
<b>Section D - Partnership Working .....</b>	<b>20</b>
Youth Service and Connexions.....	20
Youth Service and the Voluntary Sector .....	21
Other Partnership Activity .....	22
<b>Section E - Involving Young People .....</b>	<b>25</b>
Positive Profile of Young People.....	26
UK Youth Parliament .....	27
<b>Section F - Equality and Diversity.....</b>	<b>27</b>

<b>Section G - Quality Assurance .....</b>	<b>28</b>
<b>Section H - Staff Recruitment, Development and Training.....</b>	<b>29</b>
<b>Section I - Resources.....</b>	<b>29</b>
NYA Audit Return .....	31
<b>Section J - Risk Management.....</b>	<b>33</b>
Risks.....	33
<b>Partnership Working:.....</b>	<b>33</b>
<b>Section K - Key Strategic Objectives for the Dudley Youth Service Delivery Plan ...</b>	<b>35</b>
Key to Abbreviations .....	36
<b>APPENDIX 1 - The Hierarchy of Plans .....</b>	<b>54</b>
<b>APPENDIX 2 - Youth Planning Reviewing Chart.....</b>	<b>55</b>
<b>APPENDIX 3 - Dudley Children and Young People's Planning 'Bookcase' .....</b>	<b>56</b>
<b>APPENDIX 4 - What the Government Expects of a Local Authority .....</b>	<b>57</b>
<b>APPENDIX 5 - Directorate of Education and Lifelong Learning.....</b>	<b>58</b>
<b>APPENDIX 6 –Youth and Community Team Structure.....</b>	<b>59</b>
<b>APPENDIX 7 - Youth Work Values .....</b>	<b>61</b>
<b>APPENDIX 8 – Table of Youth Service Provision .....</b>	<b>62</b>
<b>APPENDIX 9 – Youth Service Curriculum .....</b>	<b>69</b>
<b>APPENDIX 10 – Giving Young People a Voice in Dudley .....</b>	<b>71</b>
<b>APPENDIX 11 - Standards of Youth Work Provision.....</b>	<b>72</b>
<b>APPENDIX 12 - National Service Framework Standards .....</b>	<b>76</b>
<b>Dudley Youth Service Plan Feedback Form .....</b>	<b>78</b>

## **Dudley Youth Service Plan**

### **Section A - Introduction**

#### **Purpose of Plan**

The 2005-2006 Youth Service Plan is the second update of the Youth Service Plan 2003-2006. It outlines the context, sets the vision and mission and identifies the actions and priorities for 2005-2006. It has been written within the context of the national 'Local Authority Youth Service Operational Planning 2004-2005: Good Practice Guidance' and 2005/6 update, Dudley's Corporate Service Planning Guidance, and 'Every Child Matters: Change for Children.'

#### **The Council Plan**

The Youth Service Plan is one, integrated aspect of the Dudley Council Plan which is itself guided by the Community Plan. (The hierarchy of plans is set out in Appendix 1). The Council Plan expresses in detail Dudley Metropolitan Borough Council's commitment and contribution to delivering the priorities of the Community Plan –

The Council Plan's update 2004 states:

- Local People Matter
- Safety Matters
- Regeneration Matters
- Environment Matters
- Caring Matters
- Learning Matters

#### **Making the Links**

Appendix 2 depicts the Planning Review Process, which shows how the Youth Service Planning and Review Process relates to other planning processes.

Appendix 3 depicts Dudley's Children and Young People's Planning 'Bookcase'.

The Youth Service is fully committed to achieving integrated service provision for young people and their communities in Dudley and will be actively involved in preparatory work for the Children and Young People's Plan 2006–7.

## **National Context**

The Government's expectation of local authorities is clearly set out in the document 'Transforming Youth Work, Resourcing Excellent Youth Services' (see Appendix 4). A local authority has a statutory duty to ensure provision of a sufficient youth service (reference section 508 of the Education Act 1996).

Youth Services will be at the heart of future arrangements for the provision of services for children and young people as set out in the Green Paper 'Every Child Matters'. We recognise that the Youth Service has a unique contribution to make to the outcomes for young people.

## **Local Context**

Dudley Metropolitan Borough is situated on the southwest edge of the West Midlands conurbation, approximately nine miles west of Birmingham and six miles south of Wolverhampton. To the west and south lie the urban fringe of South Staffordshire and rural parts of Worcestershire.

Dudley's 38 square miles is composed of a number of small townships, each having its own identity and culture. The main town centres are: Dudley in the north and east, Stourbridge in the southwest, Halesowen in the southeast and Brierley Hill in the middle of the borough, each having its own character and identity, with little movement between them. Adjacent to Brierley Hill is the Merry Hill Centre – one of the largest retail developments in the country. The Borough forms the western part of the Black Country, a region of England with a unique cultural and economic heritage. Despite its predominantly urban character, 25% of the Borough is open space.

## **Key Statistics**

### **Population**

Dudley Borough's population has grown steadily through the 1990's and the population is currently estimated at 304,700. However in the last decade the Borough has had a continually falling birth rate, which has dropped from a maximum of 4125 in 1990 to 3361 in 2003. In contrast to this, the proportion of Dudley residents who are elderly is forecast to continue to grow and by 2006, 21% of the population will be aged 60 and over.

The consistently declining birth rate over the past decade means that the number of children 0-4 and 5-10 years is predicted to continue to fall.

At present, there is a larger cohort of 5-9 year olds than 20-24 year olds, and therefore demands on the resources of the Youth Service are likely to increase significantly in the next 5 years as these two cohorts age. As the comparatively small population of 16,700 20-24 year olds ages and moves out of our service provision age range, 18,000 5-9 year olds will move into the lower age range for Youth Service provision by 2005. The net effect of this is an increase of 1300 young people within the remit of the Youth Service. In the longer term, the declining birth rate will eventually cause a decline in demand for the Youth Service; however this is not likely to be evident for 5 years or more.

(Office of National Statistics 2003)

## **Diversity**

The 2001 Census indicated that Dudley's Black and Ethnic Minority population form 7.5% of the whole population. Of these 2.04% are of Pakistani origin, 1.55% are of Indian origin and 0.77% are of Black Caribbean origin. There are also small Bengali, Yemeni and Chinese communities in the Borough.

(Office for National Statistics Census 2001)

## **Education**

The number of pupils at Dudley LEA primary schools has fallen from 27,505 in 2002 to 26,630 in 2004, and current population trends indicate that this fall will continue over the next 3 years.

The number of pupils at Dudley LEA secondary schools has risen from 20,546 in 2002 to 20874 in 2004 with a continued rise predicted until 2006.

In 2004 Dudley's Key Stage 2 achievement is close to the national average, with achievements at Level 4 or above of 77%, 62% and 86% for English Maths and Science respectively, against national averages of 78%, 74% and 86% nationally

(Department for Education and Skills)

Dudley's Key Stage 3 achievement is very much in line with national averages, with achievements of Level 5 or above of 69%, 70% and 69% in English, Maths and Sciences against national averages of 69%, 71% and 68%

(Department For Education And Skills)

Dudley's GCSE results have increased consistently over the period from 1998 – 2004, with a 0.3% rise in A\* - C grades in the period 2001 – 2004 from 50.8% to 51.1%.

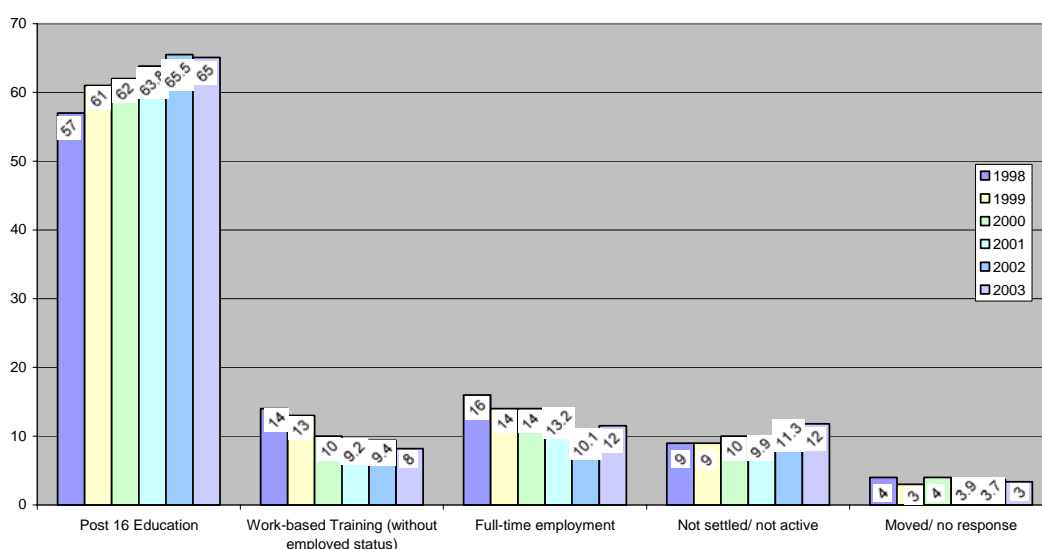
However in the same period, national averages have risen from 52.9% to 53.7%, so although Dudley is showing a continuing improvement, educational achievement is not growing at a rate comparative to the rest of England.

(Department for Education and Skills)

In 2004, 68.5% of school leavers in Dudley continued in post-16 education, 11.6% entered employment and 3.6% commenced work-based training. Young people not in education, employment or training comprised 6.6% of the population. Post 16 education figures have seen a consistent increase between 1998 and 2003, with figures levelling off on 2004. This has been reflected in a steady decline in school leavers entering work-based training or full time work over the same period.

(Connexions – Eligible Leaver Cohort 2004)

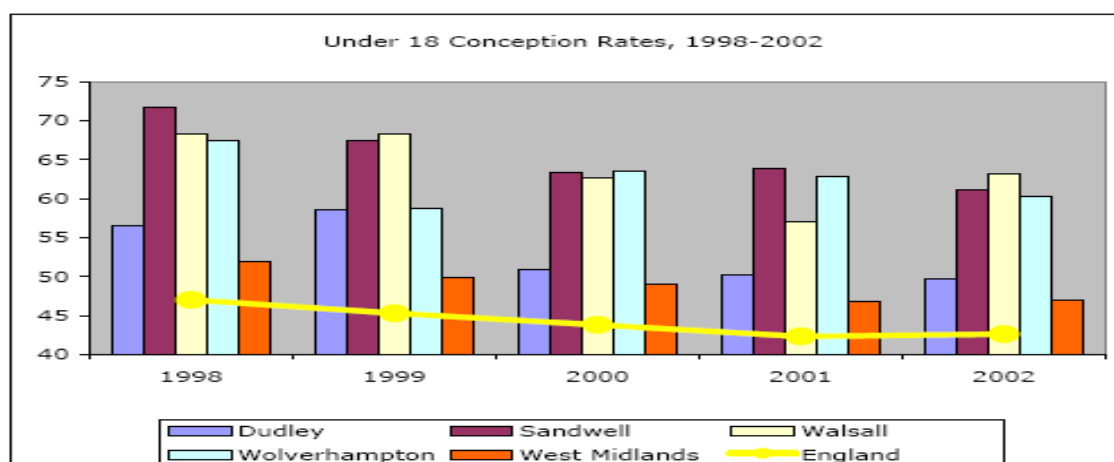
Connexions report that the figures for school leavers in the Dudley Borough opting for post-16 education are much in line with national trends.



(Connexions Black Country – Destination Trends)

## Health - Under 18s Conception

In the period 1998 to 2002, Dudley consistently had the lowest under-18 conception rate out of all the Black Country Local Authorities. However, this is still higher than both the West Midlands regional average and the national average. In the 4 year period 1998 – 2002, Dudley has shown a downward trend in under-18 conceptions from 57% in 1998 to 47% in 2002 a reduction of 10%. Statistics produced by Teenage Pregnancy in Dudley also agree with this analysis. Dudley is now on target to meet the 15% reduction of under-18 conception in 2004 which will be an achievement given Dudley's high rate originally.



(Black Country Observatory Autumn 2004 Barometer & Teenage Pregnancy)

### Health - Smoking, Drugs and Alcohol

In 2004, 65% of year 8 respondents and 39% of Year 10 respondents “have never smoked at all” compared to 58.2% of year 8 respondents and 37.6% of Year 10 respondents in the 2002 survey. The questionnaire showed that 9% of Secondary pupils said they smoked regularly and want to give up.

A total of 10% boys and 16% girls described themselves as regular smokers.

Respondents were asked to indicate how many units of alcohol they had consumed in the past week. Again there were considerable differences between the age groups with 24% of Year 8 and 45% of Year 10 respondents having drunk an alcoholic drink in the past seven days.

In 2004 over 45% of Year 8 pupils were fairly sure or certain that they knew someone who takes drugs for non-medicinal purposes, a decrease of approximately 1% from 2002. 55% of Year 10 pupils stated that they were fairly sure or certain that they know someone who takes drugs that aren't for medicinal purposes; this is an increase by 1.5%.

The most commonly taken drug was cannabis leaf/resin/oil. 23% of Year 10 males and 26% of females had taken the drug in 2002, compared with 21% of males and 17% females in 2004.

(The Secondary Health Related Behaviour Questionnaire 2004 – Dudley Health Promoting Schools Service)

## **Looked After Children and Young People**

The number of children looked after on 31st March in 2001 was 377, in 2002 387 in 2003 408, and in 2004 was 423, an increase of 12.2% over 4 years.

## **Crime and Disorder - Young People Who Offend**

The number of young people coming to the Youth Offending Team's attention has risen from 722 in 2002 to 988 in 2003, which represents a 37% increase.

The total number of offences by young people in 2003 was 1,842 a 13% increase from 1,633 in 2002.

The peak age of offending has remained the same for females 15, for males it has risen from 16 to 17.

Violence against the person is now the largest single offence, with 393 offences recorded, representing 21% of all offences. Theft and handling goes second with a slight increase. Motoring offences dropped to 3 in the ranking, with a reduction of 10%.

## **Crime and Disorder - Offences Committed Against Young People**

Young people are also victims of crime. The crime rate for the borough in 2002/2003 was 109 crimes per 1000 population but has fallen in 2003/2004 to 105.

Police data shows that most common crime that young people become a victim of is violence against the person. This is supported by both Victim Support referral figures. The police show that 'Other Crime' is the second most prevalent for young people to become a victim of followed by robbery. Victim support however shows robbery being second at 57% with Other Crime at 15%.

(Dudley Crime Disorder and Substance Misuse Audit 2004).

In an ongoing survey into the attitudes of young people was conducted on the local out of school hours club "Kidsmag". A total of 315 young people have participated in the questionnaire so far, and contributed to help build a picture of how young people in the Dudley Borough feel about crime issues. The survey highlighted the following results:

70% of participants agree or strongly agree that crime is a big problem for children, and that 45% are worried about being victims of crime. However, 83% feel safer when they are with a group of friends. This feeling of "safety in numbers" is further evidenced by the fact that 34% state that they never go out alone.

Young people gain a feeling of security through a territorial sense of belonging, with 57% feeling safe in the area that they live in. Once out of their local area, young people feel much less safe, with only 27% of young people feeling safe on other estates. Another factor that would contribute towards young people feeling safer is that of policing, with 67% stating that they would feel safer with more police on the streets.

78% of parents or guardians always know where their children are when their children are somewhere without them.

27% of young people also stated that they have been frightened by an adult stranger in the past 12 months ([www.kidsmag.net](http://www.kidsmag.net) Crime and Safety Survey)

## **Synopsis**

Overall, most of Dudley's indicators, such as education, unemployment, socio-economic profile and deprivation closely match the national average. However, this picture masks great variations within the Borough. While the southern and western fringes are largely affluent, there is localised deprivation in a number of neighbourhoods, of which some are amongst the most deprived in the country.

## **Where are we now?**

During 2002 OFSTED and the Audit Commission re-inspected the Local Authority. The outcome was very satisfactory in that the Inspection Report indicated that our self-evaluation was good, and that the overall performance of the Directorate was satisfactory, with good improvement and good capacity for further progress. The Inspection Report did highlight certain weaknesses, which were largely those that had already been identified. The OFSTED Action Plan, published in September, set out the way forward for the recommendations in the Inspection Report.

In working with and for local communities, the Directorate has developed a number of partnerships at strategic and local levels. It has full engagement with the Community Partnership, primarily through the Learning Partnership and also works within areas such as the Children and Young People's Partnership; Community Safety; Black Country Connexions; Black Country Learning and Skills Council; Black Country School Improvement Partnership; Teenage Pregnancy Strategy. At local levels partnership working is developed and supported in order to ensure cohesive delivery within communities, reducing competition and duplication of effort.

## Section B - Youth and Community Team Organisation

In 2000/2001 following the Youth Service OFSTED Inspection (1999) and a Best Value Review of the Youth Service (2000) the Directorate of Education and Lifelong Learning was completely reorganised with the newly formed Youth and Community Team placed within the Community Education and Development Division (see Appendix 5).

The Community Education Development Division's mission statement is:

**'Helping Communities Learn'.**

Working outwards through partnership development and an active engagement with the voluntary sector, the Division delivers a range of services to support and develop communities. Focusing on community capacity-building and on active citizenship, we work directly with individuals and groups from cradle to the grave.

The reorganisation of the Youth and Community Team has created a largely devolved service managed by a Senior Management Team and delivered through five Area Teams and two Borough wide teams (see Appendix 6).

### Senior Management Team

The Senior Management Team meets regularly to review planning and assessment processes and to monitor performance against strategic priorities. The team also oversees the development of policies to provide guidance to the field.

### Management Information

Significant progress is being made in the following areas:

- The implementation of the National Youth Agency's Youthbase Management Information System is now complete. Youthbase has been installed on computers centrally and at youth centres. Staff, on an ongoing basis, are populating it with information about work undertaken with young people.
- The Management Information Officer is supporting staff with its use and sits on a regional Youthbase forum to help develop the system further, to help make the system more efficient and robust and to share common practice with others.
- Youthbase is being interrogated and data is being extrapolated into reports to monitor the performance of projects against strategic priorities. This is helping to inform future planning for services for young people.

- Other information systems, corporate and bespoke, are being developed to improve our need's analysis, training data and management of resources.

## **Area Teams**

We believe that our devolved service better meets local needs by bringing resource allocation and decision making powers closer to the point of delivery in the five areas of the borough.

Brierley Hill  
Dudley Central  
Dudley North  
Halesowen  
Stourbridge

Each area is managed by a qualified and experienced team leader who is responsible for managing and prioritising the allocation of resources, in liaison and partnership with other key agencies.

The co-ordination of 5 annual divisional area plans ensures that the service is based on needs assessment within a national and local context, making particular reference to the 5 key outcomes within 'Every Child Matters.'

Team leaders have line management responsibility for both full and part-time youth and community workers, and supporting staff. Volunteer staff also have an important and valued role to play and are provided with accredited training and developmental opportunities with line management support. We take particular pride in the fact that many of our staff have progressed in youth and community work through the volunteer and part-time route.

## **Borough Curriculum and Staff Development Team**

Through this team, we provide support and guidance to the wider team:

- Working with all staff to support the delivery of youth work within our curriculum framework.
- Supporting the identification of training needs and ensuring pertinent responses and opportunities are made available to staff and volunteers within the service and with our partners.
- Ensuring workforce is informed about accreditation processes and supported to increase the number of young people accessing accredited outcomes.
- Identifying and leading on innovative work with young people and their communities, ensuring active participation in decision-making processes.

- Contributing to multi agency strategies to reduce crime and supporting community safety activity.
- Providing support services to central staff to ensure effective administration of activity.

### **Community Capacity Team**

Through this team we provide support and guidance to the wider team through:

- Increasing our partnership work with the voluntary sector and supporting the voluntary sector's capacity to support itself.
- Supporting our communities' efforts to identify and to find appropriate solutions for their own needs.
- Contributing to multi-agency strategies aimed at reducing the risk of harm from drugs.
- Responding positively to the needs of each community; delivering cross-cultural Youth and Community work in partnership with others; encouraging cohesion between the diverse communities within the borough.
- Ensuring that young people from under-represented communities are encouraged to access resources and opportunities to develop.
- Increasing the opportunities for young people to participate in international visits and exchanges.
- Co-ordinating and improving access to holiday youth provision across the borough.
- Responding positively to the increased Health and Safety legislation and ensuring the well-being of all young people that we work with.
- Broadening the programme of Youth and Community provision by maintaining a small fleet of minibuses and a resource centre.
- Increasing and improving access to both inclusive and exclusive provision for disabled young people.
- Increasing and improving access to both inclusive and exclusive provision for girls and young women.
- Ensuring that all our buildings are maintained to the highest level possible.

### **Section C - Setting the Scene**

This plan is written at a time when all services to children and young people are focusing their efforts on achieving integrated provision. Dudley Youth and Community Team is fully committed to achieving that outcome. Area plans have been written within the 'Change for Children' outcomes framework.

The Dudley Youth Strategy was established in 1999 to develop a corporate strategic plan for work with young people. In order to ensure the strategy remains relevant to the work

of all agencies within the Borough, the Youth Service and Connexions joint funded an independent assessment and review of the strategy.

The aims of the Youth Strategy are identified as:

- To provide clear strategic leadership on youth policy for young people aged 13-19 within the overall planning framework of the Borough.
- To involve young people in the development of policy.
- To provide a central co-ordinating role on the consultation and involvement of young people.
- To address gaps in service provision.
- To promote a positive profile of young people.
- To lead on training and workforce development across agencies that work with young people.

As the Children and Young People's Partnership develops, it will be essential to establish an appropriate framework to further develop a Youth Strategy that can focus specifically on the needs of young people aged 13-19.

## **Vision and Values**

The Dudley Youth and Community Service:

- Will be recognised at every level as an excellent service, both in its own right and as a partner with other services.
- Will respond to the needs of Dudley young people and their communities and rise to their aspirations.
- Will make the active involvement of young people and their communities integral to all its work.

## **The Values**

The Youth Service in Dudley is a complex network of providers, community groups, voluntary organisations, as well as Dudley Council's Youth and Community Team.

The vital diversity of 'youth services' is underpinned by having a shared set of youth work values. The values listed within the 'Resourcing Excellent Youth Services' document provides such a framework (see Appendix 8).

## **Outline of Youth Service Provision**

Our target age range for the service is 10 – 25, our priority being work with 13 – 19 year olds.

Our provision is delivered across a range of settings, full and part-time Youth & Community Centres, mobile provision, detached work and schools. The work contributes to a number of agendas, including extended schools and community cohesion.

## **The Youth Service Curriculum**

The Youth and Community Team in Dudley have developed their curriculum within the Outcomes Framework from the 'Change for Children' programme. (See Appendix 9)

Our curriculum model is based on 6 elements:-

- Needs analysis
- Planning
- Delivery
- Impact
- Evaluation
- Improvement

Integral to each of these elements is the involvement of young people.

## **Section D - Partnership Working**

### **Youth Service and Connexions**

The Youth Service acknowledges that in order to achieve all of its aims and be of benefit to all young people, it is necessary to have robust partnerships with a range of agencies.

The Youth Service is fully committed to partnership working and is an active participant at strategic and operational levels both at borough and local levels with numerous other agencies. Our partners are to be found within our own Directorate, Directorates of the authority, Statutory Agencies and Voluntary organisations.

In addition to the various multi-agency partnerships, networks, and steering groups that the service actively participates in, it contributes to develop joint working with a number of specific agencies.

In order to strengthen our relationships with our partners we are implementing Service Level Agreements. These will ensure the longevity of these partnerships, provide improved management information to assist future strategic planning, monitoring evaluation and the acquisition of resources.

Within this document it would be an impossible task to list all the partnerships that presently exist. Instead, a small number have been selected that identify the range and types. Their mention does not though necessarily reflect any priority or importance over other partnerships and agencies.

## **Connexions**

At a strategic level, the Assistant Director for Community Education and Development Division sits on the Black Country Partnership Board and chairs the Local Management Committee, of which the Team Leader of Youth and Community is also a member.

The Community Capacity Manager is a member of their Partnership Development Fund Grants allocation panel for voluntary organisations.

The appointment of a Positive Activities for Young People Co-ordinator has greatly strengthened our relationships not only with Connexions, but the Youth Offending Team and other agencies involved with Crime Prevention.

## **At a local level**

- There are a number of examples of joint working, often with other agencies including, Positive Activities for Young People. The Youth Service have delivered the location based provision and Connexions have supported a number of young people referred needing intensive support.
- BLAST, a Youth Service managed multi-agency activity programme targeted at Year 11 young people with no clear destination has been supported by Connexions.
- Young People attending the Black Country Youth Forum are supported by Youth Service staff.
- We are currently developing Kent Street centre in Upper Gornal which will provide an opportunity to develop different approaches to working with young people jointly with Connexions and also with other agencies.

## **Youth Service and the Voluntary Sector**

The positive attitude towards joint working between the Youth Service and the Voluntary Sector that was identified last year has continued to strengthen.

A number of successful informal sharing frameworks established at both a local and a borough-wide level with staff from both sectors have continued to engage positively. Service level agreements, based on the Voluntary Sector Compact, have been signed with partners that receive in excess of £8,000 per year. A draft service level agreement, for smaller amounts and resources will be piloted at a number of centres early in 2005/06 and rolled out to all during the year. As with the other service level agreements, this will ensure the longevity of these partnerships and improved management information to inform future strategic planning, monitoring, evaluation and the acquisition of resources.

The Birmingham Association of Youth Clubs' Black Country Development Worker based in Dudley, is contributing to the development of joint work between the service and the voluntary sector. As a member of the service's Self-Assessment team, his contribution from a voluntary perspective is appreciated.

The draft rationale for a borough-wide multi-agency support group for community and voluntary bodies has been accepted and it will meet regularly throughout 2005/06. Membership is drawn from both the statutory and voluntary sectors and will increase the collaboration between the two.

An increased proportion of groups applying for Voluntary Grant Aid were from youth organisations. Decisions on the allocation of grants were determined by the applying groups themselves. There was a 70% participation in this process and initial feedback has been extremely positive. Subject to budget allocation this process will be repeated in 2005/06. We also intend to continue exploring how the level of decision-making by voluntary organisations can be increased.

### **Other Partnership Activity**

#### **Community Education and Development Divisional Partners**

The Youth Service works in partnership with all other members of this Division: the process of producing the Area Plans is coordinated by our Area Team Leaders and further examples of joint activity can be found within these plans.

#### **Schools**

The Youth Service has worked in school settings in a variety of ways for many years. As the profile of our service has increased and the awareness of how youth work skills can contribute to young people's development grows so have increasing demands on our service.

We are actively engaged in the development of full and extended schools to ensure our service is resourced and deployed to best support young people within a school context.

Some work is delivered in partnership with the Prince's Trust through the XL programme. Other work is being piloted with Changemakers through the Active Citizenship programme.

#### The Health Service

Through the contributions to the Teenage Pregnancy Strategy and the appointment of a trainee Youth and Community Worker many examples of joint work with Health Service colleagues are being delivered.

#### Social Services

Through supporting the Total Respect package for looked after children and young people also through developing opportunities for youth workers to liaise with colleagues responsible for the care of looked after children and young people.

#### Neighbourhood Management Initiative

Through their contribution to Area Plans and working together to develop a strategy to increase the amount of quality youth provision in priority neighbourhoods.

#### Directorate of Urban Environment

- Through the joint support of voluntary organisations we jointly attempt to acquire external funding and identify suitable venues that will increase the leisure opportunities available to young people
- On behalf of this Directorate, we administer and distribute play association funding to numerous small and predominantly voluntary organisations.
- Close links have been made with their Arts, Heritage and Parks team; including the interviewing of their newly appointed Parks Liveability staff and continued support in increasing opportunities for young people's leisure activities.

#### Children's Fund

Though not the Youth Service's target age range we are fully committed to this initiative by being represented on its steering group and commissioning panel.

#### Early Years Development & Childcare Partnership

Though outside the Youth Service's target age, we are fully committed to this initiative and we are represented on its funding panel for voluntary and independent organisations.

#### Dudley Council for Voluntary Services

By meeting regularly with their representatives in forums such as The Community Organisations Support Group, it clearly benefits all organisations in their capacity to deliver quality youth work.

#### Dudley Racial Equality Council

Now that our Equalities Team is at full strength, the number of collaborative initiatives that we can develop are expected to increase. Projects such as the Yemeni Community Association demonstrates the value of joint working. This has been extended to include work with young asylum seekers.

#### Dosti

By ensuring that all groups we work with are aware of the benefits they may be able to obtain from this organisation.

#### The Zone (Dudley's under 18's Drug and Alcohol Service)

At a strategic level, the Assistant Director for Community Education Development Division chairs the Young Person's Substance Misuse Group, and the Team Leader of Youth and Community is a member of that group. Operationally, managers from both organisations are meeting regularly to agree joint working policies and procedures and practitioners are jointly delivering services.

#### The What? Centre Ltd

The aim of this voluntary organisation is to provide a high quality service that will help young people to cope with issues such as housing, homelessness, sexual health, health, employment and training.

The service level agreement that we have with this organisation ensures that we pay for over 2,000 enquiries from young people during the year via a one-stop shop service. This will provide an intensive one-to-one service offering information, advice, support and advocacy.

#### Me Too

The national recognition of the success of the pilot project in Dudley has led to the scheme being adopted by a number of other authorities. We are proud to be associated with such an initiative that demonstrates the possibilities that can be achieved by inter-agency collaboration

#### Dudley Deaf Youth Club

The bulk of the finance for the two part-time youth worker posts that run this facility at the Claughton Youth Club comes from the Directorate of Social Services. The remainder comes from ourselves as does the managerial and administrative support.

#### Cyberbus (Mobile Youth Provision)

Through the allocation of staff to this organisation, the Youth Service demonstrates its commitment to joint work with organisations such as the Police, Npower, colleges, faith organisations and local voluntary organizations. The acquisition of a second vehicle has enabled this initiative to operate far more boroughwide than before.

#### British Council

Through our partnership with the British Council we will be able to provide the necessary training for youth workers in both voluntary and statutory to lead and participate in international youth work.

### **Section E - Involving Young People**

The Government has firmly established the principle that young people should be involved in the planning, delivery and evaluation of policies and services relevant to them. In Dudley this position is endorsed within the 'Involving and Consulting Children and Young People' policy and the adoption of the 'Hear by Right' standards produced by the Local Government Association and the National Youth Agency.

Authorities must now 'demonstrate clear arrangements for involving young people in democratic processes,' ('Resourcing Excellent Youth Services' Objective 5). Appendix 10 depicts the mechanisms through which young people in Dudley borough are able to have a voice and influence decision-making. In addition, a number of events are held throughout the year to raise young people's awareness of their rights and responsibilities, and help them to develop as active citizens.

The government's agenda clearly sets out a co-ordinated and integrated approach to planning, commissioning and delivering services across all agencies, and within Dudley there is strong evidence of partnership working in relation to the involvement of young

people. A participation sub-group has been set up within the Children and Young People's Strategic Partnership to ensure that the involvement of children, young people and their families is integral to service design and delivery across all agencies, thereby ensuring that all children and young people are able to 'make a positive contribution,' ('Every Child Matters', DfES, 2004). Work is currently being progressed with Dudley Beacon and Castle Primary Care Trust, Dudley South Primary Care Trust and Dudley Group of Hospitals to look at more integrated ways of working.

## **Supporting Young People**

Dudley Youth Service will continue to support young people by providing a range of accredited training and development opportunities to enable young people to actively participate in policy and decision-making and service development.

Many opportunities are currently provided for young people to take on roles and responsibilities through youth centres, as volunteers, as assessors or through services, as a member of the Dudley Youth Council and the Connexions Black Country Youth Forum, and through the UK Youth Parliament.

Young people aged 11 – 18 from across the borough are engaged on an annual basis through a large consultation event called 'Have A Say Day.' Issues raised through themed workshops form the basis of a manifesto for the Youth Council and Members of Youth Parliament to take forward locally, regionally and nationally.

## **Peer Inspections**

Young people have been trained as peer instructors and have been actively involved in inspections to evaluate the quality of youth service provision. This opportunity will be available to more young people in the future and will be developed to include focused inspections in line with the Local Government Association's Standards for Democratic Involvement, as set out in 'Hear by Right' (Local Government Agency & National Youth Agency, 2001).

## **Positive Profile of Young People**

Within the review of the Youth Strategy "the young people's workshops demonstrated that there were a significant number of young people who expressed the feeling that they are not welcome in their own communities." Young people have indicated that the perception of young people is often negative and there is a need to promote positive images of young people. In response to young people's concerns Dudley Youth Council organised a Youth Awards Ceremony to recognise and celebrate the positive achievements and contributions of young people throughout the borough. This now looks set to become an annual event.

The success of this event has been recognised naturally as winners of the Young People NOW's Positive Images Awards for Best Publicity Campaign by a Youth Group.

Dudley Youth Service, working with key partners, is also in the process of developing a media strategy to promote young people and their achievements, and to ensure a more fair and accurate representation is portrayed through a variety of media.

### **UK Youth Parliament**

Elections to the UK Youth Parliament have been held in Dudley for the last three years. Each year the number and diversity of young people engaged in this process has increased, with 40 young people voting in 2003 increasing to nearly 4,000 in 2004 and 4,911 in 2005.

Every year the elected young people are supported throughout their term of office to represent the views of young people at a local, regional and national level. They have made presentations to Dudley Council area committee and select committee meetings, developed work on a regional basis including organising a large regional conference to engage with young people and decision-makers, and one representative has been elected onto the youth seat on the West Midlands Regional Assembly. At a national level they have represented Dudley and the West Midlands at the annual National Sitings, and in Westminster by attending a debate on young people and the media.

## **Section F - Equality and Diversity**

Dudley's Community Plan has the core aim of working towards a fairer society. The Youth Service fully supports all aspects of the Council's Equality and Diversity Policy and will take appropriate actions to implement the policy in employment practices and the provision of services.

The Youth Service demonstrates its commitment to equality and diversity through its partnership work with a range of voluntary organisations such as The Orchard Partnership and the Me Too Project.

Inclusive and exclusive provision for disabled young people has been established at a number of sites. Through our DDA audit of all our centres we are aware of what is required to increase the number of venues suitable for such provision and are taking steps to improve our accommodation.

Inviting the Me Too staff and their young people's panel to participate in the Quality Assurance programme has increased our awareness of how to best meet the needs of disabled young people.

The appointment of three full time equality workers and a number of supporting sessional staff clearly demonstrates the service's commitment to all aspects of equality and diversity. This staff team will improve the service's ability to work with an increased range of diverse groups particularly those from minority ethnic and racial backgrounds. Based on work undertaken in 2004/05 by a newly appointed team, some of the main areas of involvement in 2005/06 will be:

- Initiating and developing a range of girls and young women only provision.
- Increasing the range of activities and services provided by Dynamic Time Out.
- Creating positive images of the diverse range of communities within Dudley.
- Establishing and developing supportive links with a range of young people from asylum seeking families.
- Increasing the access to drug and alcohol support services by young people of Black Minority Ethnic backgrounds.
- Supporting both the inclusive and exclusive opportunities available to disabled young people.
- Increasing the opportunities for young people from under represented communities to participate in decision making forums and international youth work opportunities.
- Assessment of our service against the Ofsted self-assessment has informed our planning processes.

## **Section G - Quality Assurance**

Dudley Youth Service is committed to a strategic approach in ensuring quality is at the core of all aspects of service delivery. A quality assurance framework is being developed, a key element of which includes the engagement of both youth workers and young people in a youth work review process based on the Ofsted framework.

We have established a skilled review team that incorporates staff, young people and partner organisations. The team measures the effectiveness of youth work across the borough and provides constructive feedback, identifies strategies for improvement, builds on strengths and enables the sharing of good practice.

The commitment to quality services for young people extends to support in the field, ensuring that youth work practitioners have a strong understanding of the Transforming Youth Work Agenda and the 'Change for Children' programme. We need to ensure that appropriate support and sufficient resources are available to enable such changes to be made to ensure quality is at the core of all work taking place with young people.

## **Section H - Staff Recruitment, Development and Training**

Recruitment difficulties are being addressed through the development of a traineeship programme. Trainees will undertake studies on the part-time JNC qualifying course at Birmingham University. As the Youth and Community Service requires all full-time youth workers to hold JNC recognised qualifications, this approach reflects our commitment to work towards consistent professional standards.

We continue to provide a 'locally qualifying' foundation youth work course that is being undertaken by part-time and volunteer staff. This programme also enables us to strengthen our partnerships with the voluntary sector as participants from voluntary youth and community organisations train alongside council staff. Plans are in place to precede this course with an introduction to youth work course that will span the bridge between induction and foundation level courses.

Through supervision, all staff continue to access the Council's Performance Review and Development process, which informs our service of training and developmental needs.

However we are not complacent and have ongoing recruitment strategies in place to ensure we are able to recruit and retain staff to maintain a highly skilled and professional workforce. We are very aware of the implications of workforce reform within the whole of the service provision for children and young people and will be engaging with others to address the challenges within this agenda.

We recognise that Youth Work skills are recognised in a growing number of settings within a range of disciplines. We are keen to support individuals wishing to develop youth work skills and organisations who wish to employ people with youth work skills. We will be actively seeking to work in partnership to increase the 'pool' of individuals with such skills for the benefit of all young people in Dudley.

## **Section I - Resources**

The Youth and Community Team currently deliver over 100 different projects across the borough. In order to achieve this, significant resources are required in terms of staff to deliver youth work. In addition to this, equipment and resources are required to ensure that settings are attractive to the target audience of young people. This allows for a wide range of activities to be offered in a variety of settings.

## **Staff**

The current staffing structure can be seen in Appendix 6

There are 197 staff involved with the management, delivery or administration of the youth service in the Dudley Borough. This comprises:

- 6 Managers
- 7 Senior Practitioners
- 32 Full Time Practitioners
- 124 Part Time Staff
- 2 Development Workers
- 4 Support Workers
- 16 Field-based Administration Staff
- 6 Central Administration Staff

The Part Time Staff and Development Workers equate to 26 Full Time Equivalent staff within the youth service.

## **Premises**

We currently maintain 14 centres and work in partnership to support work in other settings including mobile provision, community centres, leisure centres and schools.

## NYA Audit Return

## AUDIT 2003-2004 - THE BASIC DATA

*This form is designed to collect data for the financial year 2003-2004.*

Local Authority: DUDLEY

**MAINSTREAM FUNDING 2003-2004 (Note 1)**

Expenditure on education:	£167,892,209	Standard Spending Assessment – Other Education:	£2,853,000
Expenditure on youth service:	£1,733,745	Section 52 return 0304	£2,310,183

**OTHER FUNDING (Note 2)****1. FROM OTHER LOCAL AUTHORITY DEPARTMENTS/SOURCES**

Chief Executive's:		Leisure/Recreation:	£16,500
Housing:		Social Services	£0
Schools:	£0	Other Local Authority:	£0

**2. FROM OTHER AREA-BASED SOURCES**

Careers Service:	£0	Single Regeneration Budget:	£0
Health Authority:	£10,000	Training and Enterprise Council:	£0
Police:	£0	Town and parish councils:	£0
Probation:	£0	District councils:	£0
Crime and Disorder:	£12,657	Housing and residents' associations:	£0
Further Education Colleges:	£0	Neighbourhood Renewal	£159,424
Summer activities/PAYP	£32,000		

**3. FROM GOVERNMENT NATIONAL PROGRAMMES**

New Deal:	£0	Health Action Zone:	£0
New Start:	£0	Drug Action Team:	£46,861

£0.00 Youth Offending Team:	£0	Education Action Zone:	£0
Connexions:	£0		

#### 4. FROM OTHER NATIONAL, INTERNATIONAL AND OTHER SOURCES

Europe, including Youthstart:	£0	Transforming Youth Work Development Fund	£48,089
Learning and Skills Council:	£0	SENDA:	£9,214

#### WORKING WITH THE VOLUNTARY YOUTH SECTOR (Note 3)

Grant-aid - £:	£117,358
Grant in kind - £:	£5,000

#### STAFFING (Note 4)

Management staff FTE:	6	Volunteers (Nos):	
Paid delivery staff FT:	32	Volunteers (FTE):	
Paid delivery staff PT (Nos):	124 excludes 37 vacant Sessions	Admin/support staff – Nos:	34
Paid delivery staff PT (FTE):	26	Admin/support staff – FTE:	

#### SPENDING ON STAFF, INSET/STAFF DEVELOPMENT (Note 5)

Expenditure on employees (inc NI and superannuation):	£1,364,531	Amount spent on training paid FT staff:	
Total spending on in-service training:	£61,653	Amount spent on training paid PT staff:	£61,653
Please list any expenditure on training if from a central budget:		Amount spent on training unpaid staff:	

#### YOUTH POPULATION (Note 6)

Youth population 11-25 inclusive	52,845	Youth population 13-19 inclusive	25,887
----------------------------------	--------	----------------------------------	--------

## **Section J - Risk Management**

### **Risks**

#### **Partnership Working:**

Having completed an audit of our existing working partnerships, we are now implementing formal arrangements that will enable us to continue to effectively manage our work. Service Level Agreements and working protocols will clarify roles, responsibilities and expectations.

#### **Technology:**

Having trialed the National Youth Agency database, we continue to develop management information systems via Dudley's Central Network infrastructure that enables us to inform and improve our service delivery and develop systems tailored to our needs and purpose.

#### **Political:**

We continue to closely monitor our performance against Government standards, in particular, anticipating those resulting from the 5 key outcomes of 'Every Child Matters'.

#### **Finance:**

There continues to be pressure on the Local Authority to increase resources to the Youth Service in order to achieve standards for excellent youth services.

#### **Customer Citizen:**

With the appointment of an Active Citizenship Programme Manager, we continue to develop our commitment to involving young people at all levels of strategic and operational procedures.

#### **Social Inclusion:**

The progress made in the area planning process will enable us to deploy provision and resources as a result of need. Local and national priorities and contexts will thus help inform our response to issues such as social inclusion.

**Environment:**

Following the implementation of the off-site visits procedures, we continue to develop systems that enable us to provide accommodation and provision that is safe and fit for purpose.

**Organisational:**

We are committed to offering young people, volunteers and staff development opportunities within a staff development framework.

**Human Resources:**

Staff recruitment and retention continues to put pressure on our service delivery and we review our recruitment strategies on an on-going basis.

Appropriate support, supervision and working arrangements enable staff to maximize their contribution to an improving service delivery.

**Legal:**

We recognise the range of legal requirements that we are required to comply with. We continue to raise the awareness of staff as to their importance and to develop appropriate monitoring tools to ensure our compliance.

**Innovative:**

Our service is committed to sustaining day-to-day delivery but is faced with rising expectations to deliver youth work in other settings. We will continue to monitor our deployment of resources against changing demands and will continue to draw down other resources. However, we recognise that our ability to respond more effectively in a strategically planned manner is actually dependent on increasing our core budget allocation.

## **Section K - Key Strategic Objectives for the Dudley Youth Service Delivery Plan**

- 1 To support young people to be healthy.
- 2 To support young people to stay safe.
- 3 To support young people to enjoy and achieve.
- 4 To support young people to make a positive contribution
- 5 To support young people to achieve economic and social well-being.
- 6 To improve the management of the service.

## Key to Abbreviations

<b>ABBREVIATION</b>	<b>TITLE</b>
<b>ACPM</b>	<b>Active Citizenship Programme Manager</b>
<b>AYCTL</b>	<b>Area Youth and Community Team Leader</b>
<b>CADW</b>	<b>Community Against Drugs Workers</b>
<b>CCM</b>	<b>Community Capacity Manager</b>
<b>CSDM</b>	<b>Curriculum and Staff Development Manager</b>
<b>DE</b>	<b>Duke of Edinburgh Worker</b>
<b>ELO</b>	<b>Education Liaison Officer</b>
<b>ET</b>	<b>Equality Team</b>
<b>MIO</b>	<b>Management Information Officer</b>
<b>NSF</b>	<b>National Service Framework for Children, Young People and Maternity Services – see Appendix 12</b>
<b>PAC</b>	<b>Positive Activities Co-ordinator</b>
<b>QAM</b>	<b>Quality Assurance Manager</b>
<b>REYS</b>	<b>Resourcing Excellent Youth Service – see Appendix 11</b>
<b>RT</b>	<b>Resource Team</b>
<b>SMT</b>	<b>Senior Management Team</b>
<b>TEAM</b>	<b>Youth and Community Team</b>
<b>TO</b>	<b>Training Officer</b>
<b>YP</b>	<b>Young People</b>

## Delivery Plan

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 1: To support young people to be healthy</b>					
<b>1.1</b> Young people are supported and encouraged to take part in physical activities.	To offer a range of physical activities, including the opportunity to participate in the Junior Sports Leader awards.	On-going	TEAM PAC	<ul style="list-style-type: none"> <li>More young people engaging in physical activity.</li> </ul>	NSF Standard 1
<b>1.2</b> Young people are supported to be mentally and emotionally healthy.	To offer enjoyable experiences and trusting relationships to build confidence and self esteem.	On-going	TEAM CSDM	<ul style="list-style-type: none"> <li>Young people have increased confidence, self esteem and resilience at times of stress.</li> </ul>	NSF Standard 4
<b>1.3</b> Young people have increased access and knowledge about sexual health and contraceptive services.	To deliver sexual health education in youth work settings to young people staff and volunteers.	On-going	TEAM TO	<ul style="list-style-type: none"> <li>Young people, staff and volunteers have an improved knowledge of contraception and sexual health education and services.</li> </ul>	NSF Standard 4 Teenage Pregnancy Strategy
	To develop professional and peer group support to teenage parents.	On-going	TEAM	<ul style="list-style-type: none"> <li>Young parents are better supported, informed and more able to support each other.</li> </ul>	
	To support trainee youth work with curriculum responsibility for sexual health.	On-going	SMT TO	<ul style="list-style-type: none"> <li>Increased capacity of youth work skills to contribute to strategy.</li> </ul>	

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 1: To support young people to be healthy</b>					
<b>1.4</b> Young people are supported to make healthy lifestyle choices.	To identify healthier options for tuck shops and support young people in healthy cooking workshops.	On-going	TEAM	<ul style="list-style-type: none"> <li>Young people have increased awareness of healthy eating options.</li> </ul>	NSF Standard 1 NSF Standard 4
	To encourage young people to resist or give up smoking.	On-going	TEAM	<ul style="list-style-type: none"> <li>Young people have increased awareness of risks of smoking.</li> </ul>	
	To deliver alcohol education in youth work settings to young people, staff and volunteers.	On-going	TEAM TO	<ul style="list-style-type: none"> <li>Young people have increased awareness of risks of alcohol consumption.</li> </ul>	Children and Young People's Substance Misuse Plan Local Alcohol Strategy
	To deliver drugs education in youth work settings to young people, staff and volunteers.	On-going	TEAM TO CAD	<ul style="list-style-type: none"> <li>Young people have increased awareness of risks of substance misuse.</li> <li>Youth settings have an established drugs policy.</li> </ul>	Children and Young People's Substance Misuse Plan

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 2: To support young people to stay safe</b>					
<b>2.1</b> Safe and healthy youth work settings are provided for young people, volunteers and staff.	Staff and volunteers are cleared through criminal records bureau before appointment.	On-going	TEAM	<ul style="list-style-type: none"> <li>Steps are taken to provide young people with a safe environment.</li> </ul>	NSF Standard 5
	Staff and volunteers undertake child protection training.	On-going	TEAM CSDM		
	To participate in safeguarding, data sharing and assessment protocols.	On-going	TEAM		
	Ensure that all staff are trained in and comply with the offsite visits protocol so that all trips are authorised and approved beforehand	On-going	PAYP	<ul style="list-style-type: none"> <li>All likely health &amp; safety incidents are covered</li> </ul>	REYs Objective 2
	A rolling programme of repairs, maintenance, and building project work at all facilities, taking into account all DDA aspects	On-going	CCM RT	<ul style="list-style-type: none"> <li>Ensure that all our facilities for young people are safe, warm, secure and inviting</li> </ul>	REYs Objective 2

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 2: To support young people to stay safe</b>					
2.1 Continued.....	Developing and implementing the corporate risk management process.	On-going	QAM SMT	<ul style="list-style-type: none"> <li>Better able to manage risks.</li> </ul>	REY'S Objective 2 Youth Standard 4 & 5
	Developing and implementing appropriate health & safety policies and procedures.	On-going	QAM SMT	<ul style="list-style-type: none"> <li>The provision of safe and healthy youth work settings.</li> </ul>	Corporative Risk Management Strategy.  Off-site visits procedures.
2.2 Young people are supported to stay safe from consequences of crime.	To deliver multi-agency workshops in school settings focusing on car crime, substance misuse, domestic violence, shop theft, street robbery.	On-going	ELO Partners	<ul style="list-style-type: none"> <li>Young people have an increased awareness of consequences of crime and increased access to advice and information in a supportive framework</li> </ul>	NSF Standard 5

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 2: To support young people to stay safe</b>					
2.3 Young people are supported to stay safe from bullying and discrimination.	To involve young people in developing own bullying/complaints/inclusion policies in youth settings.	On-going	TEAM	<ul style="list-style-type: none"> <li>A reduction in incidents of bullying and discrimination.</li> <li>Young people appreciate and value the diversity of peoples backgrounds.</li> </ul>	NSF Standard 5
	To support education for tolerance and social justice through creative arts	On-going	CDSM		
	To involve young people in developing equal opportunities policies for their settings and activities that celebrate diversity	On-going	ET	<ul style="list-style-type: none"> <li>Young people appreciate and value the diversity of other peoples' backgrounds</li> </ul>	REYs Section 4 and Youth Standard 1

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 3: To support young people to enjoy and achieve</b>					
<b>3.1</b> The delivery of a high quality youth work curriculum.	Establish, embed and deliver a curriculum framework that embraces the 5 outcomes, and offers recorded outcomes and accreditation opportunities and involves young people.	Dec 2005	CSDM TEAM	<ul style="list-style-type: none"> <li>Young people can access a range of learning opportunities that can lead to recorded outcomes and accreditation.</li> </ul>	REYs Objective 3 Youth standard 7,8 and 9
	Identify and support thematic leaders for the different areas of the curriculum.	Sept 2005	CSDM	<ul style="list-style-type: none"> <li>Devolved curriculum responsibility to maximise staff expertise.</li> </ul>	
	Increase the opportunities for recorded outcomes by establishing a local accreditation framework.	Dec 2005	CSDM	<ul style="list-style-type: none"> <li>Increased opportunities for young people to achieve recorded outcomes which are endorsed locally.</li> </ul>	
	Increase the opportunities for accredited learning through training opportunities for staff and young people.	On-going	CSDM DE	<ul style="list-style-type: none"> <li>Young people offered a range of opportunities for accredited learning eg. Duke of Edinburgh Award Scheme, Youth Achievement Award and Princes Trust XL Programme.</li> </ul>	REYs Objective 6 Youth Standard 12

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 3: To support young people to enjoy and achieve</b>					
<b>3.2</b> The co-ordination and delivery a high quality programme of holiday activities.	Maximise access to range of funding streams by youth service and partners.  Deliver, in partnership with Connexions, Positive Activities for Young People.	On-going	TEAM PAC Partners	<ul style="list-style-type: none"> <li>Young people have increased access to a range of activities during holidays.</li> </ul>	Connexions Business Plan REYs Objective 2 Youth Standard 5
<b>3.3</b> Increased access for young people to electronic communication.	To improve access and delivery training.	On-going	TEAM	<ul style="list-style-type: none"> <li>Increased curriculum opportunities through electronic communication 80% of youth access points, open more than 10 hours per week have access to on-line youth information services.</li> </ul>	REYs Objective 2 Youth Standard 6 REY Objective 1 Youth Standard 2
<b>3.4</b> Improved contribution to extended, full service schools agenda.	Establish formal arrangements that define youth work contribution in schools settings.	On-going	TEAM partners	<ul style="list-style-type: none"> <li>Young people have increased access to youth work skills and curriculum opportunities such as Duke of Edinburgh, Prince's Trust and Youth Achievement Award Programmes.</li> </ul>	REYs Objective 9 Youth Standard 21 Schools in the Community Policy REYS Objective 6 Youth Standard 12

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 3: To support young people to enjoy and achieve</b>					
<b>3.5</b> Young people are supported to attend and enjoy school.	To offer young people additional support to enjoy and achieve in school settings.  Provide accommodation for pupil referral units.	On-going	TEAM Partners	<ul style="list-style-type: none"> <li>Young people engage in informal education in youth work settings.</li> </ul>	Behaviour and Attendance Strategy
<b>3.6</b> Opportunities are provided for young people to participate in international experiences	Identification of lead member of staff who will ensure that adequate training and support is in place to enable staff to plan such trips	Ongoing	ET	<ul style="list-style-type: none"> <li>Increased number of young people participating in international visits and accessing accreditation for their efforts.</li> </ul>	REYs Annex 3 Youth Standard 12

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 4: To support young people to make a positive contribution</b>					
<b>4.1</b> A range of opportunities for young people to engage in decision-making and active citizenship.	Increase the resourcing of involving young people agenda.	April 05 On-going	SMT	<ul style="list-style-type: none"> <li>More opportunities for a wider range of young people to participate.</li> </ul>	NSF Standard 3
	Pilot the Active Citizens in Schools Programme.	Sept 05	SMT TEAM Partners	<ul style="list-style-type: none"> <li>Young people led action to address issues in schools and the local community.</li> </ul>	NSF Standard 3
	Continue to support the development of school councils, members committees, and area youth forums, the DYC, BCC Youth Forum and the UKYP.	April 05 On-going	TEAM ET ACPM Partners YP	<ul style="list-style-type: none"> <li>Young people's issues are represented to decision makers, and inform policy and decision-making. Appropriate and accessible service provision.</li> </ul>	REYS Objective 5 Youth Standard 11 'Hear by Right'
	Organise events to mark Local Democracy Week and other key initiatives.	April 05 – March 06	ACPM TEAM YP	<ul style="list-style-type: none"> <li>Local implementation in response to national initiatives, providing wider opportunities for young people to develop knowledge and skills and become more active citizens.</li> <li>More opportunities for a wider range of young people to participate, particularly those that are disabled or BME young people and other under-represented communities</li> </ul>	

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 4: To support young people to make a positive contribution</b>					
<b>4.2</b> A range of accredited training opportunities to young people to enable them to actively participate in policy and decision-making and service development are offered	<p>Deliver Act by Right/Core Skills youth involvement training to 11-19 year olds.</p> <p>Deliver senior member training to 16-19 year olds.</p> <p>Deliver recruitment and selection training to 16-19 year olds.</p> <p>Training 13-19 year olds to become peer inspectors to carry out self-assessments of the youth service.</p>	April 05 On-going	<p>ACPM CSDM YP</p> <p>ACPM CSDM</p> <p>ACPM CSDM Partners</p>	<ul style="list-style-type: none"> <li>Increased skills, confidence and self-esteem accredited through ASDAN.</li> <li>Young people accredited for taking responsibility for aspects of service delivery.</li> <li>Accredited learning and skills development. Young people involved in recruitment and selection of staff.</li> <li>Accreditation through Youth Achievement Awards. Self-assessment inspections carried out by young people with their views informing action plans. Youth service delivery in line with young people's views.</li> </ul>	'Hear by Right'
<b>4.3</b> Clear arrangements for involving young people in democratic processes at a strategic level	<p>Self-indication of the youth service's position on the LGA's Standards for Democratic Involvement.</p>		SMT TEAM YP	<ul style="list-style-type: none"> <li>Audit carried out to establish base line information and action plan.</li> </ul>	REYS Objective 5 Youth Standard 11 'Hear by Right' NSF Standard 3

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 4: To support young people to make a positive contribution</b>					
<b>4.4</b> Opportunities for young people as volunteers are developed	Audit existing opportunities and identify potential ones. Identify barriers to young people taking up volunteering opportunities and address. Advertise opportunities.		TEAM DE YP	<ul style="list-style-type: none"> <li>Young people engaged in a range of opportunities to develop new skills, confidence and knowledge. Accredited through Millennium Volunteers.</li> </ul>	Russell Commission
<b>4.5</b> Opportunities for young people to take part in positive activities	To deliver a range of diversionary activities in partnership with Connexions police, Community Safety Officers and Youth Offending Team.	On-going	TEAM PAC	<ul style="list-style-type: none"> <li>Young people have increased access to a range of activities and are encouraged to engage in law abiding and positive behaviour.</li> </ul>	Safe and Sound Strategy Prevent and Deter strategy REY's objective 9 Youth Standard 20
<b>4.6</b> Young people are supported at transition points in life, such as educational changes at age 11 and 16.	To deliver activities targeted at young people at these transition points, including BLAST programme	On-going particularly in summer holidays	TEAM PAC	<ul style="list-style-type: none"> <li>Young people have increased access to youth work skills at transition points.</li> </ul>	

What	How	When	Who	Outcomes	Reference to other plans
Strategic Objective 5: To support young people to achieve economic and social well-being					
<b>5.1</b> Young people are supported to engage in further education, employment or training on leaving school.	<p>To encourage and support young people to engage in accredited learning opportunities.</p> <p>To deliver BLAST programme to young people with no clear destination on leaving school.</p>	<p>On-going</p> <p>On-going</p>	<p>TEAM partners</p> <p>TEAM PAC Partners</p>	<ul style="list-style-type: none"> <li>Young people supported to achieve and aspire to their maximum potential.</li> <li>Young people receive additional support to help make positive decisions about their future.</li> </ul>	<p>NSF Standard 4</p> <p>Connexions Business Plan</p>
<b>5.2</b> Young people are supported in Neighbourhood Management Areas.	To target resources to work with Neighbourhood Managers to deliver youth activities in designated areas.	On-going	TEAM partners	<ul style="list-style-type: none"> <li>Young people in neighbourhood management areas can access youth work skills.</li> </ul>	

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 6: To Improve the Management of the Service</b>					
<b>6.1</b> An effective service which provides a clear sense of purpose and ensures quality provision with a strategic direction that is understood by staff at all levels.	Continue to develop and improve the cycle of planning processes, ensuring that prioritisation is based upon local and national contexts.	On-going	SMT AYCTL YP Partners	<ul style="list-style-type: none"> <li>Strategic prioritisation of services.</li> <li>Greater integration of planning processes.</li> <li>Wider ownership of the Services purpose and direction.</li> </ul>	All relevant plans.
	Ensure existing policies, protocols and procedures are appropriate and identified gaps addressed.	On-going	SMT	<ul style="list-style-type: none"> <li>Clear guidelines for service delivery.</li> <li>Service delivery in line with policies, protocols and procedures.</li> </ul>	All relevant policies, protocols and procedures.
	To continue to develop and implement a self-assessment framework in order to challenge and support improvement measures.	On-going	QAM	<ul style="list-style-type: none"> <li>Improved standards of youth work.</li> <li>Identification and sharing of good practice.</li> </ul>	
	To enable young people to be actively involved in the management, provision and quality assurance of the youth service.	On-going	ACPM SMT YP	<ul style="list-style-type: none"> <li>Better able to improve services and respond to need.</li> </ul>	'Hear by Right' REYS Objective 4 Youth Standard 10.

What	How	When	Who	Outcomes	Reference to other plans/ policies
<b>Strategic Objective 6: To Improve the Management of the Service</b>					
<b>6.2</b> An efficient and effectively resourced youth service.	An on-going review of staff and resource deployment against management information systems.		SMT	<ul style="list-style-type: none"> <li>Staff deployed according to need and service priorities.</li> <li>Making progress to achieve a minimum £100 spend per head of 13 – 19 years.</li> </ul>	REYS Objective 7 Youth Standard 14.
	To identify additional funding sources and continue to develop budget maintaining systems		SMT	<ul style="list-style-type: none"> <li>Resources effectively and efficiently managed in line with Best Value principles.</li> <li>Staff managed within a clear rationale ensuring improved understanding of roles, responsibilities and morale.</li> </ul>	REYS Objective 3 Youth Standard 7, 8, 9.
	To monitor and review provision with respect to statutory requirements and legislation concerning the SENDA, race relations and child protection			<ul style="list-style-type: none"> <li>The provision of accessible youth service provision.</li> </ul>	REYS Objective 8 Youth Standard 15, 16, 17.
	Management information systems with up to date and accurate data regarding youth provision with Dudley		MIO SMT	<ul style="list-style-type: none"> <li>Improved promotion of youth work provision and ability to sign post to the services of partner organisations.</li> </ul>	

What	How	When	Who	Outcomes	Reference to other plans/policies
<b>Strategic Objective 6: To Improve the Management of the Service</b>					
<b>6.3</b> An effective management information system that enables assessment of need in order to prioritise and strategically promote equality inclusiveness and diversity.	<p>The continued development and implementation of appropriate management information systems.</p> <p>The collation of information to enable mapping and profiling of existing provision and local communities.</p>	<p>On-going</p> <p>On-going</p>	MIO SMT	<ul style="list-style-type: none"> <li>Management decisions informed by accurate and current information.</li> <li>Able to identify gaps in provision and develop strategies to address.</li> <li>Services able to respond to changes in local need to improve access to provision.</li> </ul>	<p>REYS Objective 1 Youth Standard 1, 2.</p> <p>REYS Objective 2 Youth Standard 4.</p>
<b>6.4</b> Implementation of a staff development framework appropriate to youth and community work and relevant to integrated service delivery.	Develop staff recruitment and retention strategies	On-going	CSDM	<ul style="list-style-type: none"> <li>Reduction in staff turnover</li> <li>Appointment of most suitable person to posts</li> <li>Increased staff morale</li> </ul>	<p>REY's Objective 8 Youth Standard 15,16,17</p> <p>Corporate staff development policies</p> <p>Impact assessment policy</p> <p>'Hear by Right' standards</p>

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 6: To Improve the Management of the Service</b>					
<b>Continued..... 6.4</b>	Establish training needs for the service through procedures eg. professional review and development interviews and quality assurance Improvement plans	On-going	CSDM Team	<ul style="list-style-type: none"> <li>Development opportunities prioritised to meet the needs of the service</li> </ul>	Directorate staff supervision procedures
	Promote and deliver accessible training and development opportunities in partnership, to all staff and to partners		CSDM TO Partners	<ul style="list-style-type: none"> <li>Increased access to training and development opportunities</li> <li>Skilled and confident workforce</li> <li>Staff benefiting from integrated training opportunities</li> </ul>	
	Establish a communication strategy for staff	On - going	CSDM SMT	<ul style="list-style-type: none"> <li>All staff have a greater knowledge and understanding of priorities and protocols and can identify their own roles and responsibilities</li> </ul>	
	Develop E government agenda	On-going	CSDM	<ul style="list-style-type: none"> <li>Staff confident in using electronic communication including management information systems</li> </ul>	E Dudley Strategy

What	How	When	Who	Outcomes	Reference to other plans
<b>Strategic Objective 6: To Improve the Management of the Service</b>					
<b>Continued... 6.4</b>	Ensure service has appropriate policies and procedures in place and staff have improved access to them		CSDM QAM	<ul style="list-style-type: none"> <li>Procedures and Policies written and endorsed for implementation</li> </ul>	Directorate Plans Policies and Guidance
<b>6.5</b> Improved partnership working to deliver more effective integrated services for young people.	To continue to improve joint planning and delivery of services at a strategic and area level with Connexions	On-going	SMT AYCTL Partners	<ul style="list-style-type: none"> <li>Improved integration of services</li> <li>Improved support for Connexions peer educators</li> </ul>	REYs Objective 9 Youth Standard 19 Connexions Business Plan
	To continue to improve joining planning and delivery of services at a strategic and area level with voluntary sector		CCM SMT	<ul style="list-style-type: none"> <li>Increase in capacity and quality of youth provision in Dudley</li> </ul>	REYs Objective 9 Youth Standard 18 Voluntary Sector Compact

## **APPENDIX 1 - The Hierarchy of Plans**

**The Dudley Community Plan**

**The Council Plan**

**Best Value Performance Plan**

**The Directorate of Education and Lifelong Learning  
The Directorate Strategic Plan 2003 – 2006**

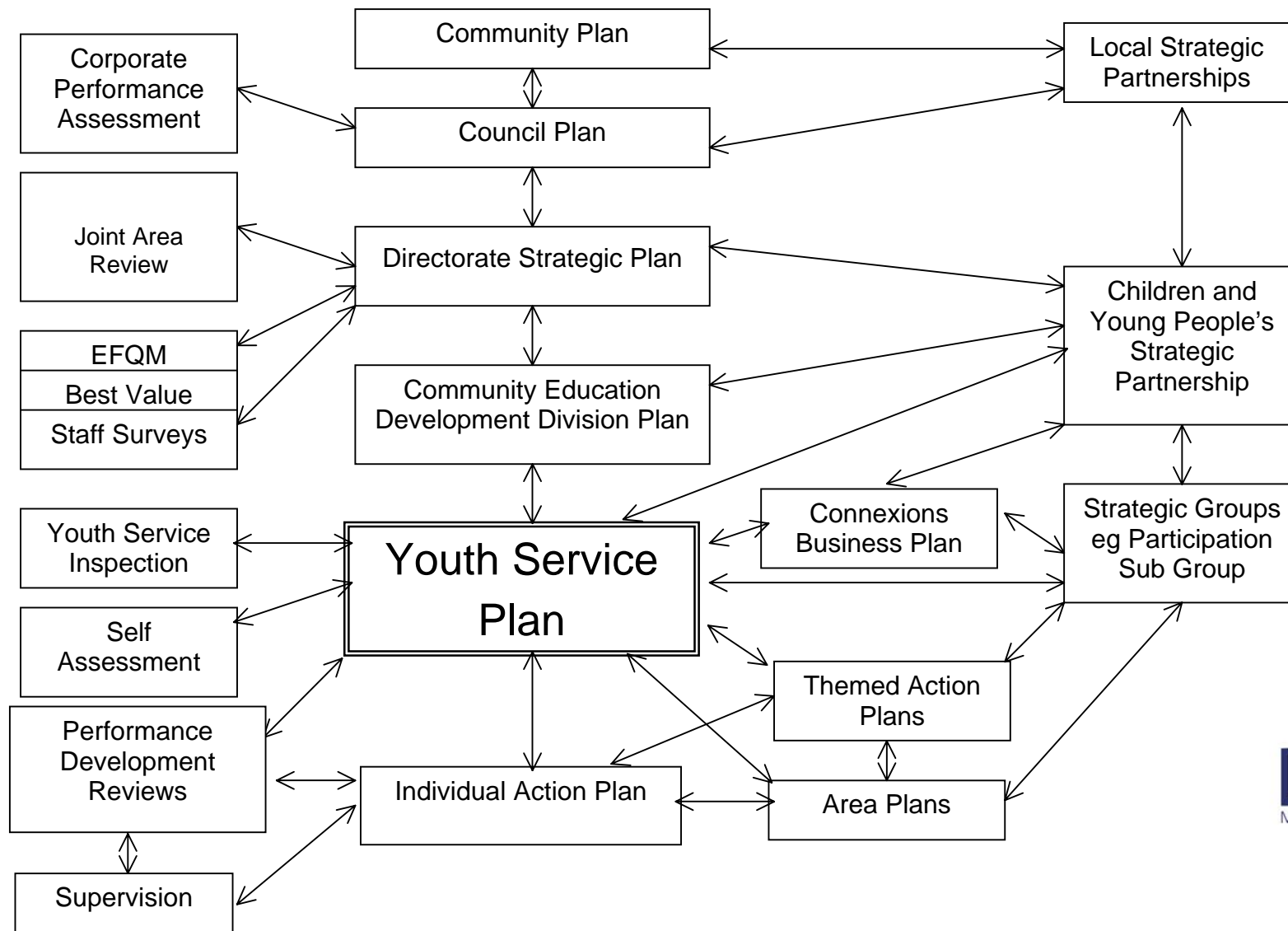
**The Community Education and Development Divisional Plan**

**The Youth Service Plan**

**Five Area Plans**

**Individual Action Plans**

## APPENDIX 2 - Youth Planning Reviewing Chart



## APPENDIX 3 - Dudley Children and Young People's Planning 'Bookcase'

### A practical chart from strategy to implementation

Planning Level 6 Plans at the highest level	Dudley Borough Community Plan (Local Government Act 2000) (Overarching objectives for social, environmental and economic well-being of the community) <b>Dudley Council Plan</b> <b>Dudley Borough Local Best Value Performance Plan</b> (Overarching – looking at achievements and future plans at a corporate level)					
Planning Level 5 <b>The Major Universal Plans</b>	Community Safety Strategy	Health Improvement & Modernisation Plan – Local Delivery Plan	Education Development Plan	<b>Early Years Development and Childcare Plan</b>	<b>Social Inclusion Strategy</b>	Housing Strategy
	Neighbourhood Renewal Strategy	Connexions Partnership Business Plan	Regional Cultural Strategy for the West Midlands	Dudley Public Arts Strategy	Sport and Recreation Strategy	
Planning Level 4	<b>Children's and Young People's Strategic Plan</b>					
Planning Level 3 Strategic plans with service base	Behaviour Support Plan	Service Plans for Children with Disabilities	Carers' Strategy	Family Support Strategy	Supporting People	
	Children's Fund	Youth Justice Plan	Policing Plan	Youth Strategy		
Planning Level 2 Focused, centrally prescribed plans	<b>Sure Start Programmes</b>	CAMHS Strategy	Quality Protects Management Action Plan	Area Child Protection Committee Business Plan	Young People's Substance Misuse Plan	Teenage Pregnancy Plan
	<b>Domestic Violence Forum Plan</b>	Corporate Parenting Strategy	Inclusion Strategy (Education)	Neighbourhood Nurseries Plan	Education Action Zone Plan	Youth Service Plan
Planning Level 1 Implementation and Action Plans	Agency Business Plans (e.g. Social Services Children & Families Business Plan, Education Business Plans, Council for Voluntary Service Business Plan, PCT Business Plan, Dudley Group of Hospitals Business Plan etc.)					

## APPENDIX 4 - What the Government Expects of a Local Authority

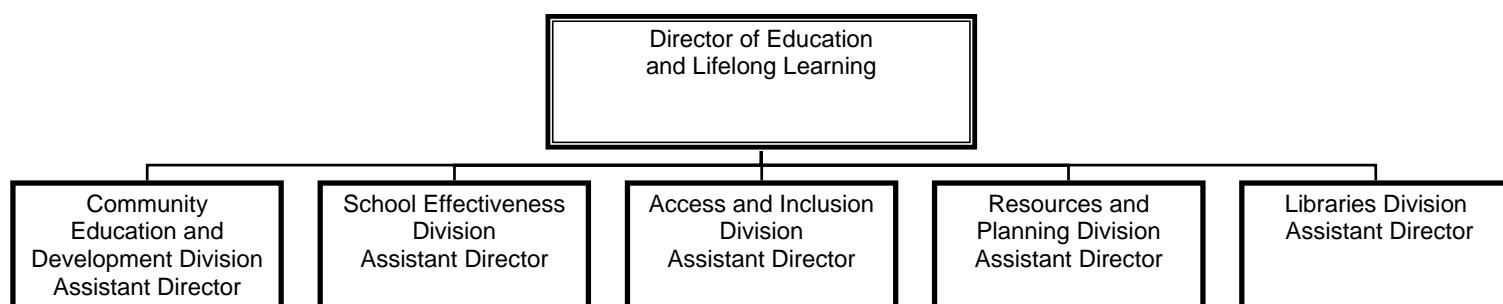
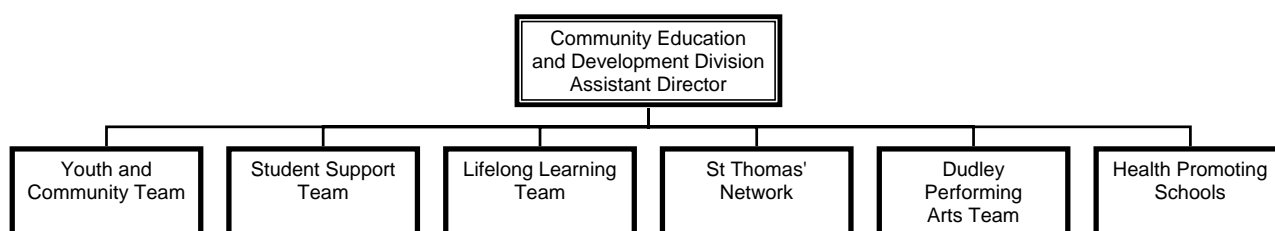
Local Authority leadership for the Youth Service should be seen in the context of its role in community leadership and in promoting the quality of life for its citizens, which include the young.

Thus it should:

- Provide strategic leadership of the whole youth service
- Ensure the local authority youth service is a key contributing partner to the Connexions Service and local preventive strategies
- Ensure the active participation of young people in the specification, governance, management, delivery and quality assurance of youth services
- Secure appropriate and coherent youth work provision through coherent partnership arrangements
- Take a leading role in representing youth service interests at local, regional, national and European governmental levels
- Provide high quality youth work in settings where the local authority is uniquely placed to make direct provision; and
- Ensure safe environments supervised and skilled and caring workers providing a facility in which the community has the utmost confidence

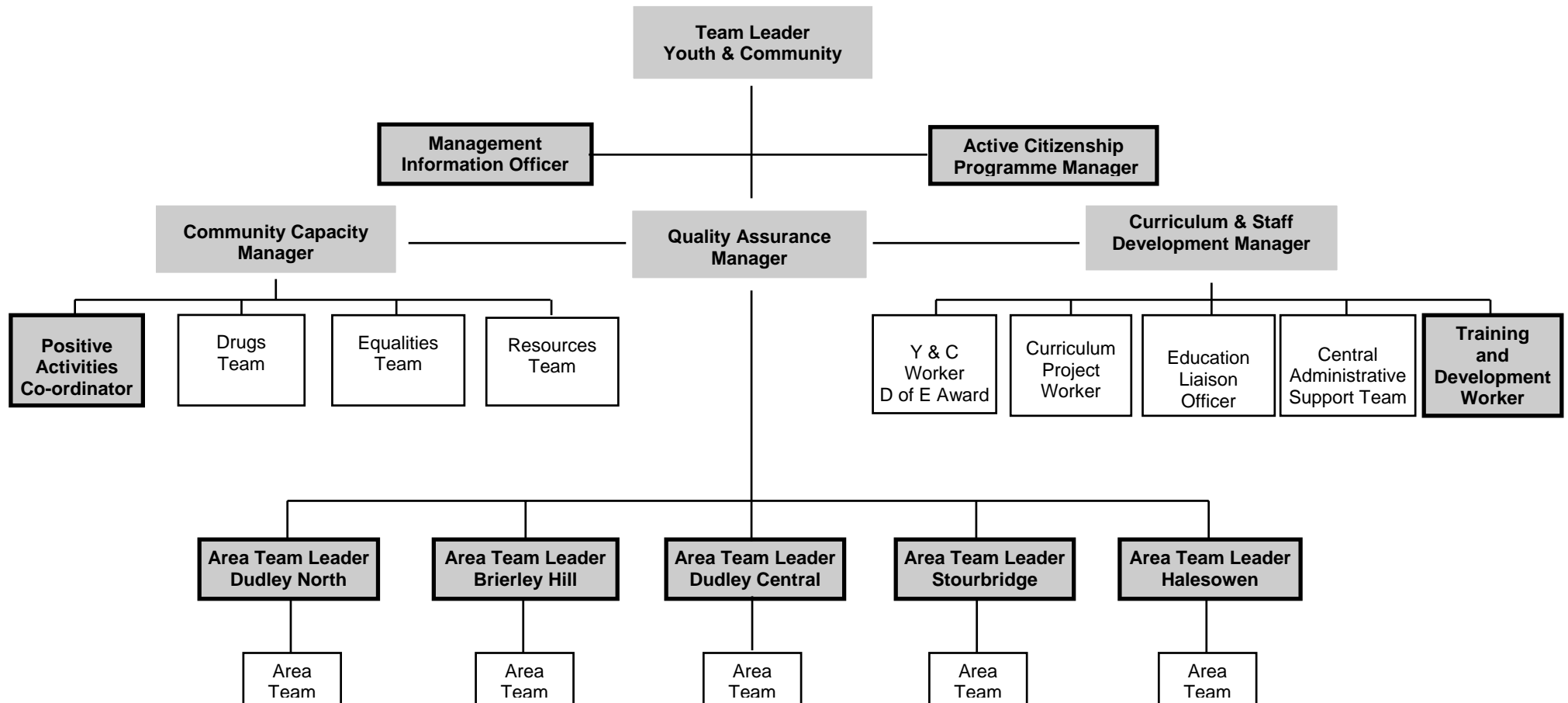
Where a local authority fails to carry out its duty properly, the Secretary of State will intervene and direct the authority to make such provision. In certain circumstances the Secretary of State will issue a direction that the youth service be operated by another agency other than the local authority.

***(Source: Transforming Youth Work :  
Resourcing Excellent Youth Services)***

**APPENDIX 5 - Directorate of Education and Lifelong Learning****Directorate Structure****Community Education & Development Divisional Structure**

## APPENDIX 6 – Youth and Community Team Structure

# DUDLEY METROPOLITAN BOROUGH COUNCIL YOUTH AND COMMUNITY TEAM





## APPENDIX 7 - Youth Work Values

Young people choose to be involved, not least because they want to relax, meet friends and have fun

The work starts where young people are – with their view of the world and their interests

It seeks to go beyond where young people start, in particular by encouraging them to be critical and creative in their responses to their experience and the world around them and supporting their exploration of new ideas, interests and creative ability

It takes place because young people are young people, not because they have been labelled or categorised as deviant

It recognises, respects and is actively responsive to the wider networks of peers, communities and cultures which are important to young people

Through these networks it seeks to help young people achieve stronger relationships and collective identities – for example, as black people, women, men, disabled people, gay men or lesbians – and through the promotion of inclusivity, particularly for minority ethnic communities

It is concerned with facilitating and empowering the voice of the young people

It is concerned with ensuring young people can influence the environment within which they live

It respects and values individual differences by supporting and strengthening young people's belief in themselves and their capacity to grow and change

It works with other agencies which contribute to young people's social and personal development, and

It complements and supports school and college-based education by encouraging and providing other opportunities for young people to achieve and fulfil their potential.

(Transforming Youth Work: Resourcing Excellent Youth Services)

## APPENDIX 8 – Table of Youth Service Provision

### Brierley Hill Area

Day	Programme	Where	About Programme
Monday	Parkes Street – Detached Project	Brierley Hill Detached	Work in a residential centre for young people in local authority care. Advice and information; partnership working with The Warehouse and Communities Against Drugs.
Monday	Senior Youth Club	Kingswinford Youth Centre	Youth Club age 14 – 19.
Monday	IT Access	Wall Health Cyber Centre	Cyber Centre for young people 10 – 16 – computer use/internet access/x-box games.
Monday	General Youth Club	Quarry Bank Community Centre	Youth Club 13 -19. Arts, Crafts, board games, Sports, Dance workshop, computer work, trips, issue-based discussions.
Monday	Project Night	Pensnett Youth Centre	Youth club 11 – 19. DJ Workshops, Duke of Edinburgh, Castle Awards, Junior Leaders Award, Referee Leaders Awards etc.
Tuesday	Brierley Hill Detached Project	Brierley Hill	Work in a residential centre for young people in local authority care. Advice, information and support.
Tuesday	Junior Youth Club	Nine Locks	Youth club 10-13. Activities programme and project based work.
Tuesday	Senior Youth Club	Pensnett Youth Centre	Youth club 14-19. Activities programme and project based work.
Tuesday	Junior Youth Club	The Source	Youth Club 10-13. Activities programme and Project based work.
Tuesday	Hawbush Youth Drop In	St Paul's Community & Learning Centre	Voluntary Youth Group. Various activities and project work.
Tuesday	Outreach Project	Kingswinford Area	Working from Kingswinford Youth Centre within the surrounding location.
Wednesday	Social Inclusion Project	The Source	Work with Orchard partnership and MENCAP to develop a youth club 13-19 for disabled and non-disabled young people.
Wednesday	Senior Youth Club	Nine Locks	Youth club 13-19. Activities programme and project based work.
Wednesday	Brierley Hill Detached Project	Wordsley School	Development of an Asian young persons' project.

Thursday	Hawbush Estate Detached Project	Hawbush	Work on the streets with specific young people providing advice and information; organising activities and project based work.
Thursday	Duke of Edinburgh Award/Castle Award	Kingswinford Youth Centre	Duke of Edinburgh's Award and Castle Awards 12 – 25. Incorporates Dance lessons with instructor.
Thursday	Wheels Project	Kingswinford Youth Centre	Mechanics course.
Thursday	Junior Youth Club	Pensnett Youth Centre	Youth Club 10 – 13.
Thursday	Springfield Estate Detached Project	Brierley Hill	Work on the streets with specific young people providing advice and information; organising activities and project based work.
Thursday	Intermediary Youth Club	Pensnett Youth Centre	Youth Club 11 – 14. Activities programme and project based work.
Friday	Intermediary Youth Club	Kingswinford Youth Centre	Youth Club 11 – 14. Activities programme and project based work.
Friday	Crusaders Youth Club	Hawbush Primary School	Christian Youth Group. Various activities.

## Dudley Central Area

Day	Programme	Where	About Programme
Monday	Deaf Youth Club	Claughton Youth Centre	A joint project between CEDD and deaf voluntary associations.
Monday	Kateshill Youth Club	St Thomas Network	Youth club 13-19. Activities programme and project based work.
Monday	Netherton Detached Project	Netherton Ward	Daytime needle exchange at Netherton Community Shop
Monday	Netherton Detached Project	Netherton Ward	Detached session in Netherton.
Monday	Intermediary Youth Club	Meadow Road Youth Centre	Youth club 10-13. Activities programme and project based work.
Monday	Senior Youth Club	Russells Hall Neighbourhood Centre	Youth club 13-19. Particular focus as multi-media/recording studio work.
Monday	St Thomas's Detached Project	St Thomas's Ward	Detached session across the ward.
Monday	St Andrews Detached Project	St Andrews Ward	Lodge Farm and Surrounding Area.
Tuesday	Junior Youth Club	Claughton Youth Centre	Youth Club 10-13 Particular focus on basketball coaching.

Tuesday	Gateway Club	Meadow Road Youth Centre	Young people and adults with physical and learning difficulties.
Tuesday	Rockies	Russells Hall Neighbourhood Centre.	Youth club for young people with learning disabilities (borough wide).
Wednesday	Castle Award	Beechwood House	Castle Award scheme
Wednesday	Asian Young Mens' Club	Claughton Youth Centre	Youth Club 10-16. Particular focus on cricket and football coaching.
Wednesday	Kateshill Youth Club	St Thomas Network	Youth Club 10-16. Activities programme and project based work.
Wednesday	Senior Youth Club	Meadow Road Youth Centre	Youth club 13-19. Activities programme and project based work.
Wednesday	Netherton Detached Project	Netherton Ward	Detached session in Netherton ward.
Wednesday	Junior Youth Club	Russells Hall Neighbourhood Centre.	Youth club 10-13 including Black Sensations Steel Pan Project.
Wednesday	St Andrews Detached Project	St Andrews Ward	Darby End/Bowling Green
Thursday	Drop in/Needle Exchange	Beechwood House	Drop in every other Thursday.
Thursday	Wrens Nest Detached Project	Castle and Priory Ward	Wrens Nest Estate
Thursday	Social Skills Course	Hillcrest School	Social skills programme Yr9
Thursday	Senior Youth Club	Meadow Road	Youth Club 13-19. Activities programme and project based work.
Thursday	Netherton Detached Project	Netherton Ward	Detached session across ward
Thursday	Girls Project Night	Russells Hall Neighbourhood Centre	Youth Club 10-16. Activities programme and project based work.
Thursday	St Andrews Detached Project	St Andrews Ward	Saltwells/Dudley Wood
Thursday	Junior Youth Club	Woodside Community Centre	Youth Club 10-13. Activities programme and project based work.
Friday	Senior Youth Club	Claughton Youth Centre	Youth Club 13-19. Activities programme and project based work.
Friday	Senior Youth Club	Meadow Road Youth Centre	Youth club 13-19. Project night
Friday	Youth Club	Priory Youth Club	Youth Club 10-16. Activities programme and project based work.

## Dudley North Area

Day	Programme	Where	About Programme
Monday	Cross Border Project	Coseley	Detached Youth Work in Coseley/Wolverhampton looking at Anti Social Behaviour.
Monday	Princes Trust XL Year 11	Coseley School	To develop young peoples' self esteem and life skills in the last years of school.
Monday	Senior Youth Club	Coseley Youth Centre	Youth Club 13-19. Activities programme and project based work.
Monday	Senior Youth Club	Sedgley Youth Centre	Youth Club 13-19. Activities programme and project based work.
Monday	Intermediary Youth Club	Lower Gornal Youth Centre.	Youth Club 10-14. Activities programme and project based work.
Monday	Junior Youth Club	Rainbow Youth Club	Youth Club 10-13. Activities programme and project based work.
Tuesday	Cross Border Project	Coseley	Detached Youth Work in Coseley/Wolverhampton looking at Anti Social Behaviour.
Tuesday	Sports Project	Coseley School Leisure Centre	Astro turf football coaching 13-19.
Tuesday	Swimming Club	Coseley Leisure Centre.	Opportunities for swimming certificates 13+
Tuesday	Junior Youth Club	Coseley Youth Centre	Youth Club 10-13. Activities programme and project based work.
Tuesday	Junior Youth Club	Lower Gornal Youth Centre	Youth Club 10-13. Activities programme and project based work.
Tuesday	Princes Trust XL Year 11	Coseley School	To develop young peoples' self esteem and life skills in the last years of school.
Wednesday	Intermediary Club	Coseley Youth Centre	Youth Club 10-14. Activities programme and project based work.
Wednesday	Intermediary Youth Club	Lower Gornal Youth Centre.	Youth Club 10-14. Activities programme and project based work.
Thursday	Junior Youth Club	Coseley Youth Centre	Youth Club 10-13. Activities programme and project based work.
Thursday	Intermediary Youth Club	Sedgley Youth Centre	Youth Club 10-14. Activities programme and project based work.
Thursday	Teenage Parents Group	Roberts Family Centre	Working primarily with young women (mums or mums-to-be) in conjunction with teenage pregnancy initiative. Covering self esteem, peer education, sexual health, healthy eating/lifestyles, support, encouraging further education and training, getting into employment, social activities, young parent networking, Youth Achievement Awards, accredited training and courses.

Friday	Youth Club	Upper Gornal Recreation Centre	Voluntary youth club. Activities programme and project based work.

## Stourbridge Area

Day	Programme	Where	About Programme
Various	Princes Trust XL Year 10	The Grange School, Stourbridge	Work leading to the bronze, silver and gold award level, focusing on team work, citizenship and community involvement.
Various	Princes Trust XL Year 10	The Grange School, Stourbridge	To develop young people's self esteem, and life skills to support the last 2 years of school.
Various	Princes Trust XL Year 11	The Grange School, Stourbridge	To develop young people's self esteem and life skills to support the last 2 years of school.
Monday	Stourbridge Cyberbus Project.	Rufford School, Lye	The Cyberbus is "kitted out" with Playstation 2s, computers, widescreen TV, DVDs and board games; offering young people opportunities to engage with their peers and develop social skills. This project consists of the following partners: CEDD, West Midlands Police, Npower, Stourbridge College and faith groups.
Monday	Senior Youth Club	Valley Road Youth and Community Centre	Youth club 13 - 17.
Tuesday	Junior Sports Leaders Award	Valley Road Youth and Community Centre	10 week programme leading to JSLA qualification.
Tuesday	Stourbridge Cyberbus Project	Wollaston Recreation, Beauty Bank, Stourbridge	The Cyberbus is "kitted out" with Playstation 2s, computers, widescreen TV, DVDs and board games; offering young people opportunities to engage with their peers and develop social skills.
Tuesday	Princes Trust XL Yr 10	Redhill School	To develop young people's self esteem and life skills in the last 2 years of school.
Tuesday	Lye and Wollescote Detached Project	Lye & Wollescote Ward	Lye area / Steven's Park in partnership with the Warehouse.
Wednesday	Stourbridge Cyberbus Project	Deven Road, Kingsway Stourbridge	The Cyberbus is "kitted out" with Playstation 2s, computers, widescreen TV, DVDs and board games; offering young people opportunities to engage with their peers and develop their social skills.,
Wednesday	Inclusive Group	Valley Road Youth and Community Centre	Partnership work to engage young people with/without disabilities in either Duke of Edinburgh or the Gateway Award.

Wednesday	Media Project	Grange School	Multi-media project work.
Wednesday	Mechanics Short Course	Valley Road Youth and Community Centre	10 week motor mechanics course in partnership with Black Country Wheels.
Thursday	Stourbridge Cyberbus Project	Wychbury Park	The Cyberbus is "kitted out" with Playstation 2s, computers, widescreen TV, DVDs and board games; offering young people opportunities to engage with their peers and develop social skills.
Thursday	Senior Youth Club	Valley Road Youth and Community Centre	Youth club 13-19. Activities programme and project based work.
Friday	Stourbridge Cyberbus Project	Withymore	The Cyberbus is "kitted out" with Playstation 2s, computers, widescreen TV, DVDs and board games; offering young people opportunities to engage with their peers and develop social skills.
Sunday	Urdu Classes	Valley Road Youth and Community Centre	A cultural and language session for Asian women.

## Halesowen Area

Day	Programme	Where	About Programme
Monday	New Hall Pupil Referral Unit	Halesowen Youth Centre	Alternative school curriculum for referred pupils in partnership with the Newhall Project.
Monday	Cultural Night	Greenhill Youth Centre	Cultural evening to support Yemeni young people with cultural and educational opportunities.
Monday	Princes Trust XL Project Yr 10	Leasowes Community College	Alternative curriculum to Year 10 students in partnership with Leasowes School.
Tuesday	Princes Trust XL Project Yr 10	Leasowes Community College	Alternative curriculum to Year 10 students.
Tuesday	Senior Youth Club	Halesowen Youth Centre	Youth Club 13-19. Activity programme and project based work.
Last Tuesday of every month	Disco	Halesowen Youth Centre	Disco organised by young people for young people supported by the youth service.
Wednesday	Senior Youth Club	Greenhill Youth Centre	Youth Club 13-19. Activities programme and project based work.

Thursday	Senior Youth Club	Greenhill Youth Centre	Youth Club 13-19. Activities programme and project based work.
Thursday	Duke of Edinburgh Award	Leasowes Community College	Duke of Edinburgh Award 12-25
Thursday	Swimming Club	Halesowen Leisure Centre.	Opportunities for swimming certificates.
Friday	Cultural Club	Halesowen Youth Centre	Cultural night for Yemeni young people.
Saturday	Youth Club	Halesowen Youth Centre	New initiative looking at weekend work initially during winter months.
Sunday	Arabic Class	Halesowen Youth Centre	Arabic classes for the Yemeni community.

## APPENDIX 9 – Youth Service Curriculum

### Being Healthy

Through planned and targeted work the Youth and Community Team will provide:

- Access to physical fitness opportunities
- Access to confidence building opportunities
- Access to sexual health education
- Opportunities for young people to take part in healthier lifestyle initiatives
- Access to drugs education

As a result, young people will benefit through

- Being physically healthy
- Being mentally and emotionally healthy
- Being sexually healthy
- Having a healthy lifestyle
- Choosing not to take illegal drugs

### Staying Safe

Through the development of programmes, events and training opportunities, the Youth and Community Team will provide:

- Wider access to relevant information and advice
- Increased access for young people to participate in safe and non-threatening environments
- More opportunities to develop personal and social skills to stay safe

Through this young people will be able to:

- Make informed decisions about staying safe
- Enjoy participation in supportive and safe surroundings
- Develop transferable skills enabling them to guard against bullying and discrimination, crime and anti-social behaviour.

### Enjoy and Achieve

Young people can access activities and opportunities to gain recognition and accreditation for their work through:

- Access to recognised accredited awards, nationally, regionally and locally.
- Organised celebration and award events

As a result, young people will be able to:

- Learn skills and have increased opportunities, outside of school, to achieve accredited outcomes
- Be recognised for their achievements

## **Making a positive contribution**

Through the Youth Service, young people will have opportunities to take part in democratic processes, make a contribution and participate in innovative and challenging life experiences through:

- Youth Committees, forums and UK Youth Parliament
- Having a greater say within communities through attendance at Area Committees
- Participation in Active Citizenship activities, training and support, both in and out of school environment
- The development of positive relationships

Through this involvement, young people will be able to:

- Engage in decision-making activity at each level
- Influence community decision-making
- Develop skills which will support enterprising, law-abiding and positive behaviour
- Develop self-confidence and successfully deal with significant life changes and challenges

## **Achieve Economic Well-being**

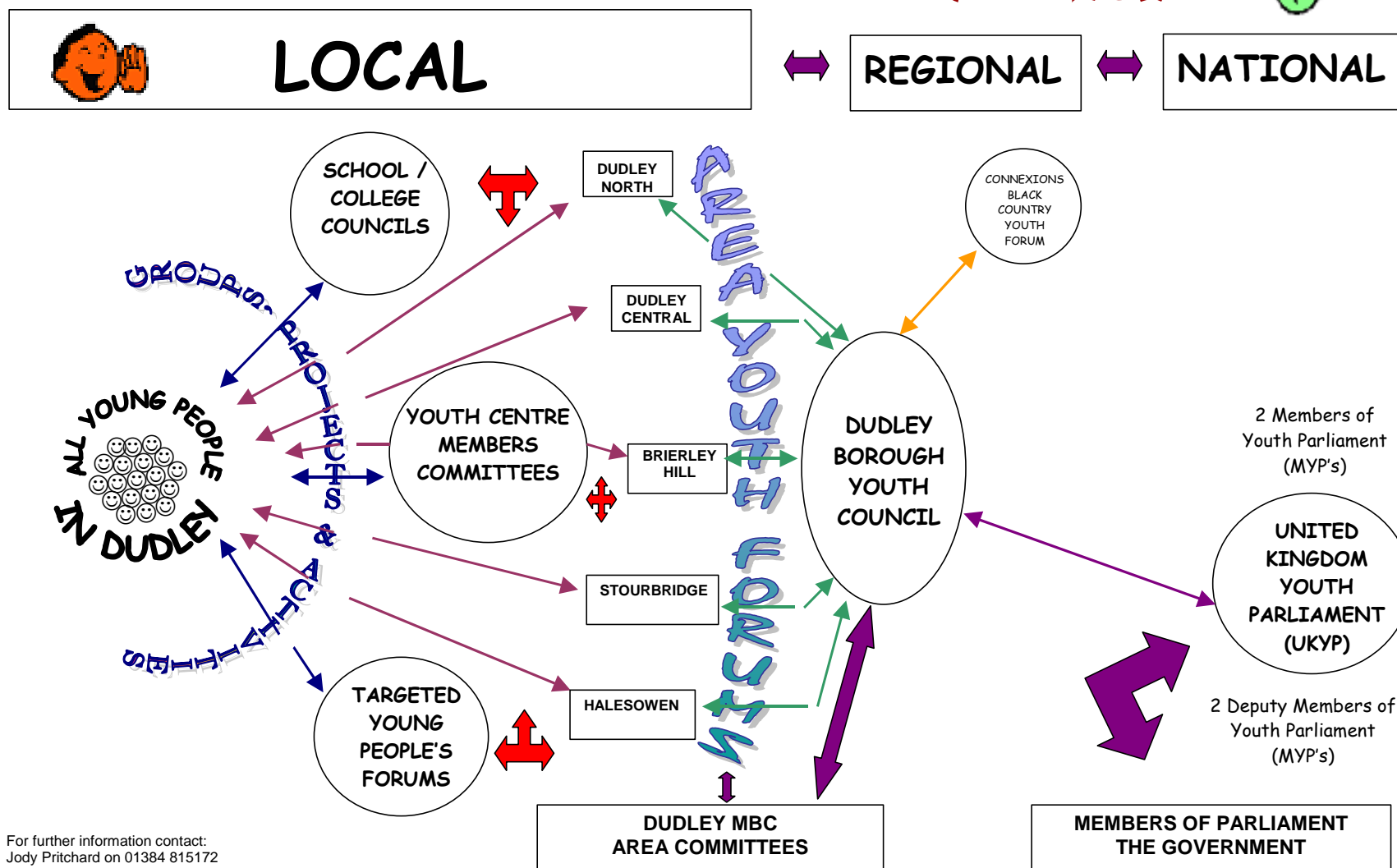
Through present provision and ongoing development of programmes, young people will be supported to develop skills to:

- Identify and manage their own learning needs
- Access a range of learning opportunities
- Have better understanding and knowledge of financial matters

The expected outcomes of this planned intervention will be

- Young people are more able to plan their learning
- Young people will be able to be discerning learners
- Young people will be more practised in handling financial matters

# giving young people a voice in dudley



## APPENDIX 11 - Standards of Youth Work Provision

Resourcing excellent youth work services presents an agreed set of standards, for a youth work provision that provides young peoples' social development and personal achievement. These standards apply across all our youth work provision and may be built upon and enhanced at a local level. The standards compliment those of Ofsted in respect of the quality and outcomes of youth work and are applicable across the variety of providers of services to children and young people.

### Objective 1

Authorities must specify their key target groups, and identify and plan the range of interventions designed to promote their personal and social development.

#### Youth Standard 1:

Clear definition of target group, by age and any other relevant characteristics, including ethnic diversity.

#### Youth Standard 2:

Clear specification, in a planning framework, of the needs and of the range of opportunities for personal and social development to which young people in the target group have access (to include cultural activities; counselling; international and residential experiences; sport and outdoor adventure; voluntary action).

#### Youth Standard 3:

A defined curriculum framework document which links YS1 and YS2 in 90% of the provision secured by the local authority.

### Objective 2

Authorities must secure convenient and suitable access for young people to high-quality youth work in safe, warm, well-equipped locations and secure adequate opening of youth provision within these locations.

#### Youth Standard 4:

Percentage of youth population within a safe 30 minute journey time to youth work provision.

#### Target:

100% of young people in inner London

95% of young people in outer London and Metropolitan District area

85% of young people in Unitary Authority areas

80% of young people in County Council areas

**Youth Standard 5:**

Opening hours of provision.

**Target:**

All youth provision per 1,000 youth population is accessible for a minimum of 4 hours per week

90% of larger youth provision are open at least 24 hours per week

80% of larger youth provision is open for 80% of school holidays, and weekends.

**Youth Standard 6:**

Electronic access to youth information.

**Target:**

80% of youth access points which are open more than ten hours per week have access to on-line youth information services.

**Objective 3**

Authorities must secure provision, including detached and outreach work, which is attractive and relevant and hence promotes access to and participation in the youth service.

**Youth Standard 7:**

Number of contacts per thousand youth (13-19) population

**Target:**

25% of total youth population

**Youth Standard 8:**

Number of individuals involved at least four times per month

**Target:**

15% of total youth population

**Youth Standard 9:**

Number of individuals worked with intensively

**Target:**

5% of total youth population

**Objective 4**

Authorities must ensure user satisfaction with the youth services provided.

**Youth Standard 10:**

Eighty-five percent of contacts report satisfaction with youth services offered.

**Objective 5**

Authorities must demonstrate clear arrangements for involving young people in democratic processes.

**Youth Standard 11:**

Self indication by authority of its position on the LGAs Standards for Democratic Involvement ('Hear by Right', LGA/NYA July 2001)

**Objective 6**

Authorities must promote achievement.

**Youth Standard 12:**

Participants can identify what they are achieving as a result of engaging in youth work and a proportion gain a youth achievement award e.g. Duke of Edinburgh Award or similar

**Target:**

90% of youth participants can identify own achievements and 10% gain a specific award.

**Youth Standard 13:**

Percentage of sessions rated satisfactory or better by OFSTED.

**Target:**

90%

**Objective 7**

Authorities must provide sufficient financial resource to secure an adequate youth service.

**Youth Standard 14:**

Youth Service spending per head of population aged 13-19 years.

**Target:**

At least £100 per head per annum (with additional funding for intensive work and disadvantage, including scarcity)

**Objective 8**

Authorities must provide sufficient numbers of skilled staff reflecting social diversity of area.

**Youth standard 15:**

Number of qualified staff by 13-19 population

**Target:**

1fte nationally qualified per 400 of 13-19 youth population

**Youth Standard 16:**

Local authority spending on professional development of its staff.

**Target:**

5% of total youth service budget

**Youth Standard 17:**

Local authority spending on initial training for volunteers for 13-19 age group

**Target:**

£100 per person

**Objective 9**

Authorities must have formal arrangements, in cash or in kind, which define the youth work contribution to key youth policy areas, including those with:

**Youth Standard 18:**

The assisted (voluntary) sector

**Youth Standard 19:**

The Connexions Service

**Youth Standard 20:**

Crime and disorder and community safety strategies

**Youth Standard 21:**

Schools and colleges

**Objective 10**

**Youth Standard 22:**

Authorities must secure an authority-wide review and scrutiny group for young people's issues within a local strategic partnership.

**Source: *Transforming Youth Work: Resourcing Excellent Youth Work Services***

## APPENDIX 12 - National Service Framework Standards

### List of Standards

#### Part I

**Standard 1: Promoting Health and Well-being, Identifying Needs and Intervening Early**

The health and well-being of all children and young people is promoted and delivered through a co-ordinated programme of action, including prevention and early intervention wherever possible, to ensure long term gain, led by the NHS in partnership with local authorities.

**Standard 2: Supporting Parenting**

Parents or carers are enabled to receive the information, services and support which will help them to care for their children and equip them with the skills they need to ensure that their children have optimum life chances and are healthy and safe.

**Standard 3: Child, Young Person and Family-Centred Services**

Children and young people and families receive high quality services which are co-ordinated around their individual and family needs and take account of their views.

**Standard 4: Growing up into Adulthood**

All young people have access to age-appropriate services which are responsive to their specific needs as they grow into adulthood.

**Standard 5: Safeguarding and Promoting the Welfare of Children and Young People**

All agencies work to prevent children suffering harm and to promote their welfare, provide them with the services they require to address their identified needs and safeguard children who are being or who are likely to be harmed.

#### Part II

**Standard 6: Children and Young People who are ill**

All children and young people who are ill, or thought to be ill, or injured will have timely access to appropriate advice and to effective services which address their health, social, educational and emotional needs throughout the period of their illness.

**Standard 7: Children and Young People in Hospital**

Children and young people receive high quality, evidence-based hospital care, developed through clinical governance and delivered in appropriate settings.

**Standard 8: Disabled Children and Young People and Those with Complex Health Needs**

Children and young people who are disabled or who have complex health needs receive co-ordinated, high quality child and family-centred services which are based on assessed needs, which promote social inclusion and, where possible, which enable them and their families to live ordinary lives.

**Standard 9: The Mental Health and Psychological Well-being of Children and Young People**

All children and young people, from birth to their eighteenth birthday, who have mental health problems and disorders have access to timely, integrated, high quality multidisciplinary mental health services to ensure effective assessment, treatment and support, for them, and their families.

**Standard 10: Medicines for Children and Young People**

Children, young people, their parents or carers, and health care professionals in all settings make decisions about medicines based on sound information about risk and benefit. They have access to safe and effective medicines that are prescribed on the basis of the best available evidence.

**Part III**

**Standard 11: Maternity Services**

Women have easy access to supportive, high quality maternity services, designed around their individual needs and those of their babies.

## Dudley Youth Service Plan Feedback Form

*So we can take account of your views ... please complete and return this form to:*

Shân Williams, Head of Youth and Community Team, 8 Parsons Street, Dudley DY1 1JJ.

For an electronic copy, please contact [shan.williams@dudley.gov.uk](mailto:shan.williams@dudley.gov.uk)

1. Did you find the summary easy to read and understand?

☐

Yes

☐

No

Any Comments?

2. Did you find the main body of the document provided comprehensive coverage?

☐

Yes

☐

No

Any Comments?

3. Is there a particular section or topic you would like to make additional comments about?