

## COMMUNITIES DIRECTORATE

### KENT YOUTH SERVICE

#### ANNUAL OPERATING PLAN 2008/09

Director: Angela Slaven Unit Manager: Nigel Baker

## SECTION ONE - SERVICE PROFILE

### PURPOSE OF THE SERVICE

Kent Youth Service recognises the core purpose of youth work as the personal and social development of young people through informal education. The Service directs its resources to the 11-25 age range (with a 13-19 focus) to enable them to reach their full potential and make a successful transition into adult life.

Enjoyment, Challenge and Learning are key priorities for the Service in its work with the young people of Kent. The development of negotiated relationships between young people and youth workers is a defining feature of the Service's work, and there is a clear emphasis upon the active and voluntary participation of young people.

Kent Youth Service seeks to develop a dynamic coalition with our partners in the voluntary youth sector and other partners who work with young people in the county.

Kent Youth Service is about supporting and encouraging all young people to meet together in a secure environment, to have fun and to form friendships. Young people from a broad and diverse variety of backgrounds will be offered the opportunity to gain confidence and the ability to face the challenges of life, to be active citizens in their community and to help work towards a society that is caring and free. To attain equality we must first address inequality and recognise the contribution each one of us makes to bringing about change.

### OPERATING CONTEXT

**Legislative / Statutory context:** Kent Youth Service is an integral part of Kent County Council's provision for young people. It is a statutory service underpinned by section 53 of the 1944 Education Act; section 11 of the 1992 Further and Higher Education Act and sections 15 and 508 of the 1996 Education (Consolidation) Act. Various government circulars over this period have mentioned the Youth Service in relation to the above legislation such as the Board of Education Circular 1486, The Service of Youth (1939), the adoption of the Albermarle Report in 1959, circular 1/93 following the 1992 Further and Higher Education Act. More recently, Government documents have been published regarding the place of the Youth Service in the development of the Connexions Service and specialist development funding through 'Transforming Youth Work'. 'Resourcing Excellent Youth Services', published in December 2002, provided a key statement on future funding for Youth Services alongside a range of new Performance Indicators and other targets.

The Government produced a Green Paper 'Youth Matters' in July 2005 to which it had the highest ever number of responses by young people for a Government document (20,000 responses overall of which 19,000 were from young people). Kent Youth Service made a significant contribution to the 'Youth Matters' Green paper with many young people being encouraged to respond. The subsequent 'Youth Matters – Next Steps' was published in March 2006; from this, a

number of new responsibilities have been placed on Local Authorities including responsibility for the Youth Opportunity Fund and Youth Capital Fund, responsibility for developing Youth Plans and for publicising and promoting positive activities for young people.

The Education and Inspection Act 2006 placed responsibility on Local Authorities to secure sufficient educational and leisure-time activities for the improvement of young people's well-being, recognising the unique contribution of youth work methods in securing positive outcomes for young people.

As a part of the Communities Directorate, the Youth Service recognises its key role in developing a shared vision of safe, strong, vibrant and healthy communities in Kent. The Service embraces the Directorate's commitment to promoting the aspirations and self-esteem of young people, adopting a protective and preventative approach with young people actively involved in positive activities and plenty of opportunity for friendship, personal development and self expression.

### **The current influences on the unit – both internal and external.**

'Aiming high for young people: a ten year strategy for positive activities' was published jointly by DCSF and HM Treasury in July 2007, and sets out a vision to transform leisure-time opportunities and support services for young people in England. Key aims for the strategy are to foster a more positive approach to young people within communities, to increase their participation in high quality positive activities and to empower them to have greater influence over services provided for them; high quality and structured youth work has a crucial role to play in supporting and challenging young people.

The Queen's Speech in November 2007 identified early measures to be taken by Government, including the introduction of legislation to enable unclaimed assets in dormant bank accounts to be used for new youth facilities.

The development of Integrated Youth Support Services in Kent will certainly influence the work of the Youth Service as it develops during 2008. Similarly the development of local trust-like arrangements will demand that the Service finds new ways of engaging with these local strategic bodies that will focus on children and young people.

## **USERS**

Kent Youth Service is one of the largest youth services in the country, offering a wide range of programmes and activities for young people aged 11-25, but primarily for 13-19 year olds. The Service encourages all young people irrespective of race, gender, disability or sexual orientation to become involved and enjoy the large variety of activities and educational programmes on offer through its network of youth centres, street-based work and extensive partnership with the voluntary sector.

Between August and September an independent customer satisfaction survey was conducted throughout the Service by BMG Research. More than 900 survey forms were returned and many other young people took part in one to one sessions and focus groups to discuss important issues such as the support of youth workers, quality of activities and made comments and suggestions about the Service and its work. Overall the results to the latest survey are very positive, and demonstrate that the levels of satisfaction expressed by the young people who use the youth centres and projects in Kent. Not only are the centres/projects valued for the opportunities they provide for having fun, getting involved in activities and meeting friends, but also for the friendliness and support provided by the Youth Workers, and the helpfulness of the advice and guidance they provide.

86% of young people who use Kent Youth Service facilities are "very satisfied" with the friendliness and support of youth workers and the general atmosphere within youth centres and other youth

service provision across Kent. A similar survey was conducted in 2004 and many of the results show a marked improvement in 3 years since then. 45% of young people asked chose “good activities” as a reason for visiting the youth centre or project, compared with 38% in 2004; 86% are satisfied or very satisfied with the general atmosphere in the youth centre/project, compared with 65% in 2004 and 86% of those asked are satisfied or very satisfied with the friendliness and support of youth workers, compared with 73% in 2004.

There are also indications that access to the centres/projects has improved, with shorter distances travelled to get to them, and more frequent visiting. However this is somewhat variable across the County, and the link between distance and frequency of visiting is not a direct one. Within the context of these very positive results, the key area highlighted as an issue by respondents is the opening times, and it is perhaps unsurprising that users who feel so positive about the centres/projects should wish to have the opportunity to spend more time there.

Screening for Equality Impact Assessments has been undertaken on all of the Kent Youth Service generated policies. These policies are subject to a three year review cycle. Impact assessments will, in future, be undertaken as a part of these reviews. Equality Impact Assessments are also included as an agenda item for youth service meetings.

## REVIEW OF PERFORMANCE 2007/08

### KEY PERFORMANCE INDICATORS

Indicator	Actual performance 2006/2007	Estimated performance 2007/2008	Target 2008/2009
<b>(a) Levels of attendances:</b>			
Youth Centres, incl one stop shops	181095	159450 [see note 1]	165000
Outreach / Detached Work	38657	46000	51000
Duke of Edinburgh's Award	13419	12800	13500
Alternative Curriculum Programme	6113	10550	10550
Commissioned Voluntary Sector centre/projects	32093	32850 [see note 2]	35000
Holiday Programmes	4620	5550	6000
<b>(b) Young People Involved:</b>			
Youth Centres incl one stop shops	20849	17500	19000
Outreach/Detached	9582	6230	7000
Duke of Edinburgh's Award	3311	3150	3450
Residential and Outdoor Education	7909	8700	9500
Commissioned Voluntary Sector	2298	2500 [see note 2]	2650
Alternative Curriculum Programme	134	148	150
16plus	240	115	125
<b>(c) Residential/Outdoor Education:</b>			
Bed nights	31201	32700	34000
Day visits	15208	21900	22500

Indicator	Actual performance 2006/2007	Estimated performance 2007/2008	Target 2008/2009
<b>(d) Youth Participation: KYCC Elections</b>			
Number of votes cast	28804	30241	31000
Number of polling stations	130	132	135
<b>(e) Outcomes</b>			
% of young people engaged with a recorded outcome	12.88	47.0	50.0
% of young people engaged with an accredited outcome	8.93	15.0	20.0
% of young people participating in Positive Activities (Kent Agreement 2, NI 110)			TBC [see note 3]

Note 1: Attendances have reduced as a direct result of a reduction in the number of Connexions Personal Advisers working within the Youth Service. All PAs will be employed by Connexions with effect from April 2008 as a result of new commissioning arrangements.

Note 2: As a result of transitional arrangements relating to the introduction of the Service's FastLane management information system, statistics have not been accurately recorded from voluntary partners in 2007/8. These are figures extrapolated from paper-based returns only.

Note 3: Target will be determined following establishment of baseline performance in April/May 2008.

### KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

#### Quality:

Work is well under way to develop a Strategy for Kent Youth Service, and consultation has been undertaken across the Service on a first draft in the summer. A decision has now been taken to focus efforts on the development of an Integrated Youth Support Strategy for Kent; once this is in place, focus will shift back to the completion of the Service's own strategy which will be finalised in the context of its contribution to the Integrated approach.

Youth Service Management Team have been working since the early summer on the development of a self assessment document – called a Position Statement – for submission to Ofsted in advance of the Enhanced Youth Inspection scheduled for late January/early February 2008. This document has been widely circulated to a group of 'critical friends' for comment, and was submitted to Ofsted in the first week of December after final agreement with CMY Managing Director and Cabinet Member.

A User Survey has been undertaken between June-November 2007 by BMG Research, drawing on a sample of 943 young people from across the Service. The final report was published at the end of November, and indicated a positive response from young people about their relationship to youth workers. Following after family & friends, youth workers were the next group of people that users of the service would turn to for advice and support.

Work has continued throughout the year to embed the Service's new Management Information System in centres and projects across the county. By the beginning of December, all centres and projects were operating the system and feeding 'live' data directly into the central database. The remaining weeks before the Service's Inspection in late January were used to deal with any

remaining teething problems, and also to begin providing detailed performance reports for youth workers, managers and YSMT. This project has been cited as innovative practice within the County Council, along with the Freedom Pass which has been developed with the help of young people from Kent Youth County Council.

The Service's Policy and Standards Team have completed two significant thematic reviews in 2007/8: i. detached youth work and ii. Community Youth Tutors. The report for the former is still being finalized as this summary is written, but will be ready for the Service's Ofsted Inspection. The review of CYTs was extremely positive, and demonstrated the significant 'added value' that they are bringing to the Extended Services offer in the 19 schools within which they are deployed.

#### Integrated Youth Support Service:

Following development work in early 2007, the Service has made extensive use of Service Level Agreements in 2007/8 to commission youth provision from the voluntary sector. These SLAs provide a clear set of targets and outcomes for each individual provider to achieve (including recorded and accredited outcomes as an important contributor to the Service's BVPI 221), and also confirm the funding that will be provided by the Youth Service. Notwithstanding any future budget pressures on the Service, the introduction of SLAs is underpinned by a commitment to 3 year funding agreements with each voluntary sector provider – where appropriate, and subject to achieving targets – and thus to a longer term stability of funding for their vital work across the county.

The Youth Service has continued to work closely with District Councils to develop and launch local Youth Strategies as part of the current Local Area Agreement target 7. All but one of the 12 are now in place, and for many, work has already begun on the development of the next cycle. A closer examination of 'two tier working' in a youth work context has got underway this year; supported by funding from the Kent Improvement Partnership, a mapping exercise of all work undertaken by districts and Kent Youth Service has been completed by an external consultant. Their report has been published, and work is now progressing in key areas of promoting positive activities for young people, marketing and developing the local youth offer.

Kent Youth Service has been a major contributor to the development of the Common Assessment Framework/ContactPoint/Lead Professional planning group during the year. In addition, the Head of Service has worked with a small cross-directorate group of officers to draft an Integrated Youth Support Strategy for Kent. Further work will be required to develop an operational plan, which describes how the integrated approach will work 'on the ground'.

#### Enjoy and Achieve:

The Service has commissioned work from the Arts Development Unit (ADU) and other external providers totalling £50k during the year to enhance the quality of its offer to young people in the area of Youth Arts. This work has been extremely well received by young people across the county. Three projects are worthy of particular note:

- Arts in Motion: a lorry operated by ADU to provide a mobile base for training and performance space. Has been used in 20 locations across the county during 2007, predominantly within the Service's extensive Holiday Activity Programme for young people.
- Rewards Project: a varied programme of activities including street dancing, film making, junk drumming, urban visual arts, 'Found Sound' and music workshops, has been delivered to young people in centre-based and detached settings during the year by this private company.
- Walk Tall – a youth theatre company based in Gravesend, which has been commissioned

for a second year to tour the county's youth projects with a performance called 'Showab Khan' as part of the Service's contribution to the 'Kick Racism Out Of Football' initiative. The production involved 30 young people and was seen by more than 495 young people and 25 adults in 6 performances during October/November 2007.

Significant action has been taken during the year to address the Service's previously poor performance against the BVPI 221 (Recorded and Accredited Outcomes). Excellent progress has been made during the summer and autumn, with the main issue being youth workers' systemic failure to record and report the progress made by young people as a result of their work and intervention. By 31 December 2007, the Service is reporting 43% Recorded and 11% Accredited against agreed targets for the 2007/8 year of 45% and 20% respectively.

#### Things to do and places to go:

In line with Government targets for all Local Authorities, the Service has made significant progress towards the development and launch of a 'Promoting Positive Activities for Young People' website in Kent. The site will be developed in partnership with District Council partners, and will provide an extensive directory of things for young people to do from across the public, private and voluntary sectors. With Government funding provided for development costs, the Authority has commissioned an external company with a national profile in this area of work to develop the database. A second company has been separately commissioned to gather the data and design the public facing website (the latter in consultation with young people). The finished product will be launched at the end of March 2008.

The Service has enjoyed opening new provision for young people in three locations during the year:

- A new Residential/Outdoor Education Centre at Bewl Water, funded by the Big Lottery and KCC and opened in April 2007. The new centre will achieve 1500 bednights by March 2008.
- A replacement for the 'Silver Felix' Youth Centre in Hythe, opened in November 2007
- A replacement for the Ashford North Youth Centre, opened in January 2008.

In addition, £915k funding is in place to move ahead with the construction of an exciting new Children's Centre/Youth Centre in Herne Bay. This funding includes £250k from the Youth Capital Fund – awarded by young people following an application by young people in the town. Construction is scheduled to begin at the end of January 2008.

#### Positive Contribution:

Kent Youth County Council has enjoyed another very busy and successful year. Elections held in November 2007 delivered a further increase in the number of young people voting (>30,000) and the number of polling stations (132). Some highlights of the year include:

- Production and distribution of 10,000 'I Scream' anti-bullying leaflets into schools and youth projects across the county
- Production of a film in partnership with Sports, Leisure and Olympics Unit, premiered at Cineworld in Ashford in November 2007, to raise awareness of the 2012 Paralympics in London.
- Consultation events with young people using MiPod (an inflatable 'Big Brother' style Diary Room) e.g. Lord Lieutenant's Event for young people in June 2007 and the Kent Show in July 2007 (in partnership with Kent Highways)

A joint project has been established between the Service's County Coordinator for the Duke of Edinburgh's Award and the Youth Offending Service; a pilot group of young people from West Kent has been selected for the project, which began in December 2007. They are being supported

by Youth Service and YOS staff to undertake the Bronze Section of the Award. The project expects to deliver its target of at least 70% of the participants achieving a Sectional Certificate in one aspect of the Award (Service, Skill, Expedition) by 31 March 2008. It is hoped to build on the anticipated success of this project and to expand across the county as an example of closer collaboration between the two services; such partnership working with young offenders has demonstrated excellent outcomes for this vulnerable group of young people in other parts of the country.

The Youth Service has taken the lead on the distribution of the Youth Capital Fund (YCF) and Youth Opportunities Fund (YOF) on behalf of the Authority, creating 'things to do and places to go' for young people across the county. The total budget for 2006-8 was £1.5m for YOF and £1.2m for YCF. This unique funding stream has required young people to apply for grants, and for young people's panels to make decisions about, and subsequently allocate, grant funding. The Service's youth participation team was bolstered by the appointment of a Senior Youth Participation Worker, funded by YOF, and this team (of four staff) has created the structures for assessing applications and distributing funding in co-operation with local staff and District/Borough Councils. Thirteen panels have been created: each of the twelve Districts has a panel to distribute a portion of the YOF fund (approx £100k per district) and a County panel has been created to distribute larger sums from the YCF allocation. Over 250 young people have participated in decision making, considering applications that have ranged from £1k to £500k; and over 1000 young people have been involved in applying for funding to date. The Government has announced that both funds will continue until at least 2011.

## SERVICE COMPARISON

These Benchmarking statistics are compared against our statistical neighbours, and are taken from the National Youth Agency Annual Audit of Local Authority Youth Services. 2005/06 is the latest year for which figures are available.

Indicator	Comparator	Performance in 2004/05			Performance in 2005/06 (latest available figures)		
		Data	Rank	Comparator	Data	Rank	Comparator
<b>Youth Service as a % of overall Education budget</b>	NYA Annual Youth Service Audit	1.44%	24 (/130)	Nottinghamshire	1.29%	36 (/133)	Gloucestershire
	“	1.16%	71	Lancashire	1.19%	53	Nottinghamshire
	“	1.25%	53	Gloucestershire	1.17%	56	Lancashire
	“	0.95%	95	West Sussex	1.11%	68	Essex
	“	1.25%	52	Essex	0.92%	101	West Sussex
	“	0.65%	126	Kent	0.76%	121	Kent
	“	1.18%		National Average	1.18%		National Average
<b>13 to 19 spending per head</b>	“	£89.78	36 (/134)	Nottinghamshire	£94.66	40 (/143)	Nottinghamshire
	“	£79.64	55	Lancashire	£84.24	62	Essex
	“	£73.19	71	West Sussex	£83.22	63	Lancashire
	“	£72.84	72	Essex	£73.27	85	Gloucestershire
	“	£69.39	81	Gloucestershire	£72.86	88	West Sussex
	“	£45.93	126	Kent	£56.84	128	Kent
	“	£75.00		National Average	£87.35		National Average



## SECTION TWO - PRIORITIES AND OBJECTIVES

### KEY RESPONSIBILITIES OF THE SERVICE

Key Corporate / Directorate Targets		
PLAN	TARGET	LEAD OFFICER
CYPP	Lead on Target 15: District Youth Strategies	Nigel Baker
T2010	Support for Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent	John Turner
T2010	Support for Target 21: Launch and market a new website, 'What's on in Kent?'	Alan Bernstein
T2010	Support for Target 23: Facilitate and enhance the development of Kent Youth Theatre activities	Nigel Baker
T2010	Support for Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent	Allan Baillie
T2010	Support for Target 30: Work towards introducing a Kent youth travel card for young people aged 11-16	John Turner
T2010	Support for Target 42: Reduce the impact of KCC's buildings and vehicles on the environment	Nigel Baker
T2010	Support for Target 47: Create and launch initiatives that facilitate more competitive sport, support after-school sports clubs and holiday sports programmes	Nigel Baker
T2010	Support for Target 48: Increase opportunities for everyone to take regular physical exercise	Allan Baillie
T2010	Support for Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex.	John Turner
T2010	Support for Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence	Alan Bernstein
T2010	Support for Target 60: Support young people to reduce the risk of them offending	Nigel Baker
CMY	Develop recruitment and retention practices which improve the % of disabled people who are employed.  Develop and demonstrate cross-unit and partnership working  Maximise the potential benefit and legacy from the 2012 Olympic and Paralympic Games	Nigel Baker
Kent Agreement 2	Lead on NI 110: Young people's participation in positive activities	Nigel Baker
Kent Agreement 2	Support for NI 111: Reduce first time entrants aged 10-17 to the Youth Justice System	Nigel Baker

*Towards 2010 detailed action plans can be found at*

<http://www.kent.gov.uk/publications/council-and-democracy/towards-2010-action-plans.htm>

### OPERATIONAL OBJECTIVES

The Service provides personal & social development opportunities and support to young people in the 11-25 age range (with a 13-19 focus) to enable them to reach their full potential & make a successful transition to adult life by:

1. Ensure that young people have access to safe and warm youth provision, that is within a reasonable distance of their home, and offers a fun and educational experience
2. Encouraging creativity in the development of programmes of activity so as to attain equality through addressing inequality. This involves the inclusion of young people from minority communities and those with special needs.
3. Securing the active participation of young people in consultations and decision making processes regarding issues that are relevant to them
4. Work with District Councils and other partners to ensure that young people have opportunities to take part in positive leisure-time activities - including sporting, cultural and educational programmes - that promote their well-being and personal and social development.
5. Delivering Personal and Social Health Education and alternative curriculum programmes to young people who are at risk of disengaging from education, training or employment.
6. Offering young people access to information, support and guidance services as part of an integrated approach to youth support
7. Undertaking detached, mobile and outreach work to increase the access of young people to youth service provision and to other services.
8. Continually reviewing the quality of all aspects of service delivery to ensure they are efficient, effective and of a consistently high standard.

These business objectives are monitored to ensure they will be delivered. Risks associated with potential non-delivery, and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. Separate risk management plans, including separate business continuity plans, have been developed as necessary.

## **CORE SERVICES AND FORECAST ACTIVITY LEVELS**

### **Youth Service**

This service will provide general neighbourhood based and targeted youth work to support the personal and social development of at least 25% of the youth population aged 13 –19 in Kent. The core service is delivered through a network of 29 youth centres and 17 detached youth projects across the county; other specialist work includes Youth Participation, Alternative Curriculum Programme (for permanently excluded young people), school-based Community Youth Tutors, the Duke of Edinburgh's Award, work with young people leaving care (in partnership with Rainer) and Residential/Outdoor Education. The Service enjoys strong links with a diverse range of partners in the planning and delivery of its work. An outline of activities and level of performance is provided in the 'Key Performance Indicators' Table.

### **Grants to Voluntary Organisations**

In addition to the work directly delivered by its own centres and projects, the Service commissions additional youth work worth in excess of £400,000 from a wide range of voluntary youth organizations in the County. The Service also offers registration and support for more than 1000 voluntary organisations across the County.

### **Village and Community Hall Grants**

In partnership with 'Action with Communities in Rural Kent' and district/borough councils, the Service coordinates the allocation and distribution of capital grants to village and community halls across the county.

## DEVELOPMENTS AND KEY ACTIONS IN 2008/09

These are the annual “one-offs” which will help progress the on-going objectives in the previous section. Where necessary, the Managing Director is authorised to negotiate, settle the terms of and enter the following agreements/projects:

### THEME 1: QUALITY

No	Project/Development/Key action	a/c manager	Links to Other plans	Deliverables/outcomes planned for 2008/09	Target Dates
1	Make a submission to the National Youth Agency to achieve the Youth Service Quality Mark	Head of Service	Credit where its due  Excellent Youth Services  Youth Matters	Following the evaluation from the Ofsted inspection, the Service will use the information gained as a basis for developing its submission to the National Youth Agency for the Youth Service Quality Mark  Gaining YSQM recognition	September 2008   February 2009
2	Produce and implement Action Plan following Enhanced Youth Inspection in February 2008 and subsequent report published June 2008	Head of Service	Ofsted Framework for Inspection  JAR Report	Produce Action Plan, leading to subsequent improvements in the quality of service delivery to young people	June 2008
3	Undertake a non-user survey of young people drawn from across Kent. Focused action will be taken to ensure minority and disability groups of young people are targeted to ensure their inclusion	Assistant Head of Service (Policy and Standards)	REYS Youth Matters	The service receives feedback from non-users  The Service develops an action plan in response to this feedback, with the intention of improving levels of engagement in the Service by young people in the primary age range	December 2008  February 2009

4	Maintain a focus on Equality & Diversity in the Service's work with young people.	Diversity Officer		<p>Organise a Youth Festival celebrating the six diversity strands: Disability, Race, Gender, Sexual orientation, Age, Religion and Belief</p> <p>Improve community profiling at project level by providing a pro-forma and training to inform the business planning cycle 2009/10, leading to improved levels of awareness around diversity, equality and inclusion amongst staff and young people</p> <p>Introduce a self assessment process at project level, initially piloted as part of the Area Inspections of Thanet/Dover (see Target 5)</p>	<p>February 2009</p> <p>October 2008</p> <p>November 2008</p>
5	<p>Undertake a review of youth work in two Operational Areas:</p> <ul style="list-style-type: none"> <li>- Dartford/Gravesham</li> <li>- Thanet/Dover</li> </ul>	Asst Head of Service (Policy & Standards)		Report on the quality of youth work provision and make recommendations for service development	<p>Dartford/Gravesham July 2008</p> <p>Thanet/Dover January 2009</p>
6	Undertake a review of the effectiveness of Service Level Agreements with the Voluntary and Community Sector	Youth Officer: Vol Orgs	Ed & Insp Act	The ongoing development of SLAs with the Voluntary & Community Sector as a means of commissioning youth work is informed by focused feedback and evaluation	March 2009
7	Management of Environment Impact of the Service	<p>Project Officer</p> <p>Asst Head of Service: Operations (West)</p>		<p>Implement plans to reduce the environmental impact of KYS, contributing to CMY achieving ISO14001.</p> <p>Building on Eco-Schools standards, develop &amp; pilot a similar scheme for youth centres. Pilot the scheme in 2 centres &amp; seek the equivalent of bronze certification.</p>	<p>September 2008</p> <p>March 2009</p>

## THEME 2: TARGETED YOUTH SUPPORT

No	Project/Development/Key action	a/c manager	Links to Other plans	Deliverables/outcomes planned for 2008/09	Target Dates
1	Work with the Youth Offending Service to foster a closer working relationship	Head of Service	Youth Justice Plan CYPP Towards 2010	Deliver the DofE Award to yp within YOS in partnership with YOS staff across the county  Joint KYS/YOS Conference  Contribute to a reduced number of young people entering the Criminal Justice System	January 2009  October 2008  March 2009
2	Utilising 'Positive Activities for Young People' funding from central government, co-ordinate and deliver a county-wide programme of Positive Activities to vulnerable young people during school holiday periods, weekends and evenings.	Asst Head of Service: Operations (East)	Youth Matters  IYSS  Aiming High for Young People	Recruit a cross curricular team of staff to work with existing youth workers in delivering positive activities to 1200 young people during school holidays weekends and evenings.  This team will include specialists in sports, arts, drama, and outdoor education in order to supplement the work of Area based staff.	Staff appointed May 2008   Delivery complete March 2009
3	Work with the Common Assessment Framework / ContactPoint / Lead Professional multi-disciplinary team to ensure a youth service contribution to this work	Asst Head of Service: (Policy & Standards)	Every Child Matters  Youth Matters	Full-time Youth Workers trained in use of CAF Youth Workers using ContactPoint  Integration of FastLane with ContactPoint to allow shared information between multi-agency partners working with young people  Awareness training for all full-time youth workers and managers in the new Lead Professional role	June 2008  March 2009  March 2009

### THEME 3: ENJOY AND ACHIEVE

No	Project/Development/Key action	a/c manager	Links to Other plans	Deliverables/outcomes planned for 2008/09	Target Dates
1	Development work towards 2012	Asst Head of Service: Operations (West)  Asst Head of Service: Operations (East)		Year 1 of 2 year programme. Commence a 4 way youth exchange involving Kent, Finland, Estonia and Germany. Kent to host leg #2 in March 2009.  Undertake planning for an event to promote positive activities for young people to be held in Summer 2009	March 2009  March 2009
2	Complete construction and open new youth provision in the county	Project Officer	Ed & Insp Act 2006	Open Herne Bay Youth Centre	January 2009
3	Work to increase the reach of youth services to engage more disabled young people	Asst Head of Service: Operations (East)  Training Officer  Asst Heads of Service: Ops		Commission 'me2' to support disabled young people into mainstream youth provision so as to bring about increased use of KYS & commissioned services by disabled young people  Deliver yp-specific Disability Training to staff  Increased use of KYS & commissioned services by disabled young people by 5%	May 2008  September 2008  March 2009
4	Support a wide range of International opportunities for young people	Curriculum, Accreditation & International Officer		Young people from Kent are introduced to new cultures and language, with trips planned to The Gambia, Finland and Ghana in 2008/9	March 2009
5	Expansion of opportunities for young people's accredited learning	Curriculum, Accreditation & International Officer  Training Officer	Aiming High for Young People  Youth Matters	Recruit & deliver Certificate in Leadership training course to 40 young people  Design and deliver an accredited course in Grant Giving, related to at least 30 YOF/YCF panel participants	December 2008  November 2008

## THEME 4: BE HEALTHY

No	Project/Development/Key action	a/c manager	Links to Other plans	Deliverables/outcomes planned for 2008/09	Target Dates
1	Contribute to a reduction in levels of teenage pregnancy across the county.	Head of Service	Teenage Pregnancy Strategy	In conjunction with PCTs, deliver outreach sessions on sexual health in projects across the county that are attractive to boys and young men  Develop and sustain at least 5 projects working with young parents across the county.  Promote Hyp-Hop SRE training to full and part time staff across the county	March 2009
2	Develop and deliver a programme of Positive Activities particularly targeted at Young Women (to include sports, creative arts, and outdoor education). Delivery to be focused in communities with high levels of Teenage Pregnancy.	Asst Head of Service: Operations (East)	Kent Teenage Pregnancy Strategy  Youth Matters  IYSS	Improved self esteem in young women  Reducing unwanted teenage pregnancy and supporting teenage parents	March 2009
3	Pilot a structured, but informal, fitness programme in 6 youth projects. Involve Sports and Recreation Workers in development/piloting with a view to a wider roll-out.	Asst Head of Service: Operations (East)	V4K  Youth Matters  ECM	Improved levels of fitness in young people participating in the programme	March 2009
4	Work with District Councils to provide young people with affordable access to Leisure Centres and other facilities, particularly in twilight hours (a la Freedom Pass) as part of a local Youth Offer	Head of Service	Youth Matters  Aiming High for Young People	Reduced cost of access to leisure facilities by young people  Improved levels of usage by young people of such facilities, with resulting greater levels of physical activity	March 2009

## THEME 5: YOUTH PARTICIPATION



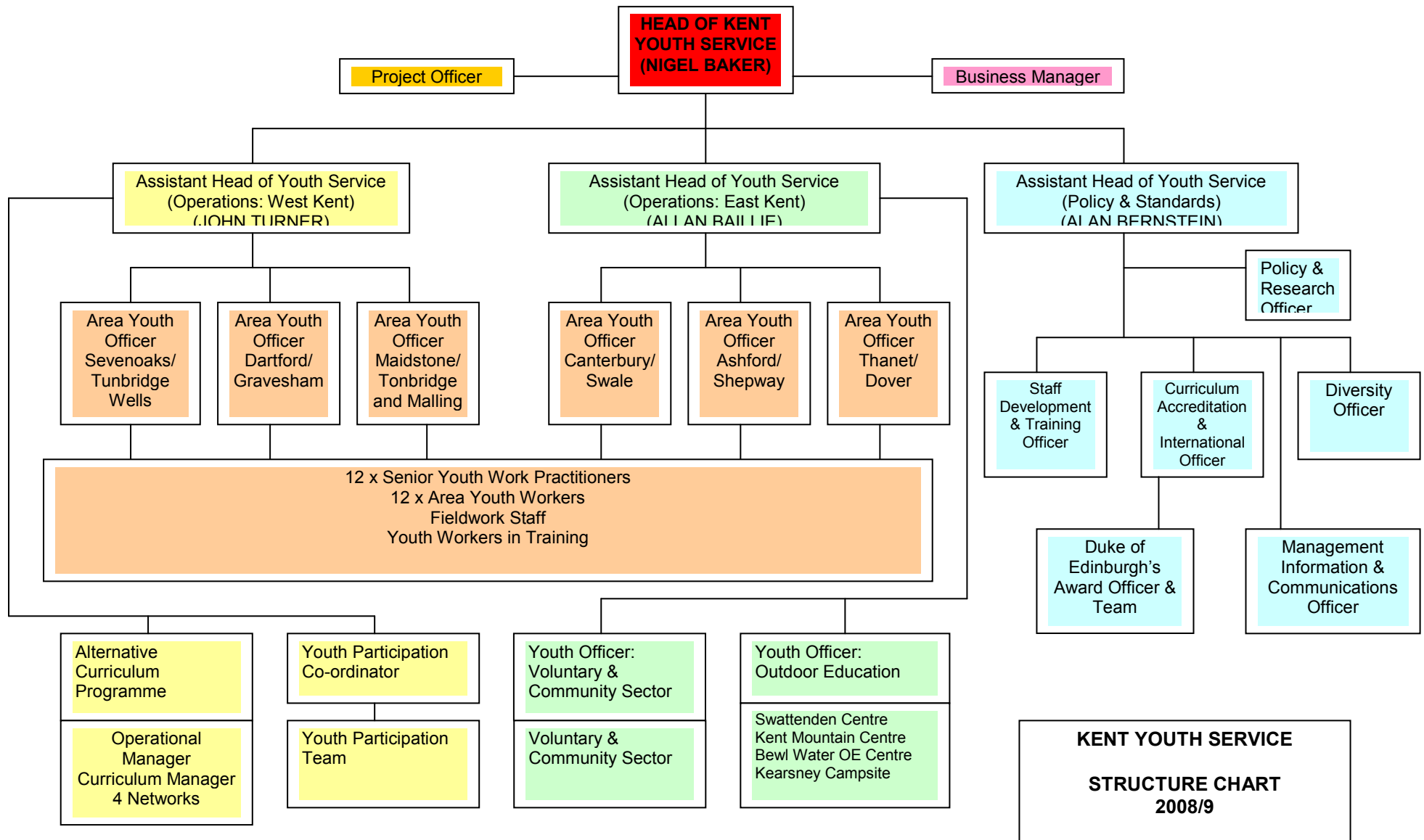
In line with financial regulations, capital projects will be subject to a review by the Project Advisory Group prior to approval to spend by the Leader.

No	Project/Development/Key action	a/c manager	Links to Other plans	Deliverables/outcomes planned for 2008/09	Target Dates
1	Support Kent Youth County Council's identified workplan	Youth Participation Co-ordinator		<p>Positive Activities – support the development of a Leisure Card for young people in all Districts</p> <p>Cultural integration &amp; awareness - design &amp; produce a DVD for use in youth projects and schools in Kent</p> <p>Environmental Awareness – research current recycling practice in Kent schools and seek a pledge to recycle at least 50% of all waste by 2010.</p>	March 2009
2	Undertake a review of Youth Participation within the Youth Service	Asst Head of Service: Operations (West)	Youth Matters IYSS	<p>Present preliminary report to YSMT</p> <p>Devise &amp; launch a strategic vision and action plan for Youth Participation within the Service to 2011</p>	May 2008 October 2008
3	Develop a range of opportunities for young people to volunteer in their local community	Asst Heads of Service: Operations	Youth Matters IYSS Aiming High for Young People	<p>Working with community groups, encourage young people in Youth Service projects across the county to make a positive contribution in their local neighbourhoods</p> <p>Commission 'VSU – Youth in Action' to provide volunteering opportunities for young people across the county</p> <p>'Volunteering &amp; Service to the Community' to become a new category in Try Angle 2008</p>	March 2009 May 2008 April 2008
4	Youth Service Sub-Group of Young People to advise the Head of Service on key aspects of service delivery	Head of Service	Youth Matters Aiming High for Young People	<p>Sub-Group to meet at least 4 times p.a., making a key contribution to work with young people</p> <p>Contribute to development and monitoring of Unit Operating Plan</p> <p>Monitor development of Promoting Positive Activities website for young people</p>	March 2009 March 2009 March 2009

**USER/RESIDENT INVOLVEMENT PLANNED FOR 2008/09**

<i>Name</i>	<i>Start date/ end date</i>	<i>Consultation type</i>	<i>Target Group</i>	<i>Target area (Kent, Town, district, ward etc</i>	<i>Brief summary</i>	<i>What we want to find out and how we will use the information, (approx 25 – 50 words)</i>	<i>Statutory Yes/No</i>	<i>Feedback to public date</i>	<i>Contact name, e- mail &amp; phone No.</i>
Non-User Survey	01/09/08 30/11/08	Education	Random Sample of young people aged 13-19	Kent	Public consultation with non-users to influence future provision	What do young people want from a county-wide youth service  How can we change and improve our provision to increase number and range of users	No	01/01/09	Alan Bernstein 01622 694314 alan.bernstein@kent.gov.uk
Youth Service Sub-Group	01/04/08 31/03/09	Education	Service users 13-19	Kent	A group to advise Head of Service on youth provision in Kent	Young people's views on strategic issues relating to service provision across the county	No	N/A	Nigel Baker 01622 696569 nigel.baker@kent.gov.uk
Peer inspection	01/04/08 31/03/09	Education	Service users 13-19	Thanet & Dover  Dartford & Gravesham	Young people joining in-house inspection of youth provision	Assess quality of youth work provision as part of the Service's Quality assurance Framework.	No	N/A	Alan Bernstein 01622 694314 alan.bernstein@kent.gov.uk
User evaluation	01/04/08 31/03/09	Education	Service users 11-25	Project level	Ask young people about quality & range of provision	Customer satisfaction at project level, to guide local improvements in service provision	No	N/A	John Turner 01622 696594 john.turner2@kent.gov.uk  Allan Baillie 01622 694465 allan.baillie@kent.gov.uk

# RESOURCES



## STAFFING

	2007/08	2008/09
KS13 and above or equivalent (FTEs)	4.0	5.0
KS12 and below (FTEs)	265.47	251.5
TOTAL	269.47	256.5
Of the above total, the FTE which are externally funded	15.4	15.4

## CAPACITY, SKILLS AND DEVELOPMENT PLANNING

At the end of December 2007, the Youth Service's workforce profile was summarised thus:

	Gender		Age			Professional Qualification	
	Male	Female	<24	25 – 50	50+	Local	National
Full-time Youth Workers/Officers	65	61	3	94	29	16	110
Part-time Youth Workers	140	240	66	249	65	234	82
Support staff	43	119	6	77	79		

Turnover of staff within the full-time professional cohort has reduced over the past five years to 20% in 2007. Where vacancies have arisen, the Service's ability to attract high calibre staff into the county has improved over the same period following significant investment in an innovative recruitment campaign. There is a greater turnover of staff within the part-time cohort (26% in 2007), and more work is required here. Turnover within the support staff sector has remained reasonably constant over the past three years (14% in full-time and 24% in part-time staff).

A number of important developments will be introduced across Children and Young People's Services during 2008/9, all of which have training implications for youth workers and officers:

- The Common Assessment Framework (CAF) is a key part of delivering frontline services that are integrated and focused around the

needs of children and young people. CAF is a standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met. It can be used by practitioners across children's services in England. CAF will promote more effective, earlier identification of additional needs, and offers a simple process for a holistic assessment of a young person's needs and strengths, taking account of the role of parents, carers and environmental factors on their development. It will also help to improve integrated working by promoting co-ordinated service provision.

- The Every Child Matters: Change for Children programme is working to ensure that young people who have additional needs achieve better outcomes and have a better experience of services through the provision of integrated support. The lead professional is a key element of integrated support. They take the lead to coordinate provision and act as a single point of contact for a child and their family when a range of services are involved and an integrated response is required. Many practitioners in the children and young people's workforce could take on this role e.g. teachers, social workers, health professionals and youth workers may fulfil this role.
- ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. It will be a basic online directory, available to authorised staff who need it to do their jobs. It is a key part of the Every Child Matters programme to improve outcomes for children.
- Integrated working focuses on enabling and encouraging professionals to work together effectively to deliver frontline services. Improving outcomes for children and young people involves changes to culture and practice across the children's workforce. The Every Child Matters: Change for Children programme sets out a model for change with integration at every level. It also sets out how services for children and young people need to be coordinated and built around their needs. Multi-agency working has been shown to be an effective way of supporting children and young people with additional needs, and securing real improvements in their life outcomes.

**REVENUE BUDGET**

2007-08 Controllable Expenditure	FTE	Activity/Budget Line	2008-09								
			FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000	Cabinet Member
1999.9	68.5	Youth Service	45.5	1677.2	664.0	505.5	<b>2846.7</b>	602.0	88.7	<b>2156.0</b>	MH
98.7	2.5	DoFE Awards Voluntary Organisations	2.5	76.7	61.0	60.0	<b>197.7</b>	100.0		<b>97.7</b>	MH
483.9	2.5	Organisations	2.5	59.1	4.8	420.0	<b>483.9</b>			<b>483.9</b>	MH
4959.5	167.8	Youth Centres Youth Opportunities Fund	167.8	4418.3	350.0		<b>4768.3</b>			<b>4768.3</b>	MH
0.0	1.0	Fund	1.0	40.0	157.0	537.4	<b>734.4</b>	734.4		<b>0.0</b>	MH
0.0	21.7	Outdoor Education Alternative Curriculum Programme	21.7	826.7	506.3	17.0	<b>1350.0</b>		1350.0	<b>0.0</b>	MH
0.0	15.5	Youth Centre Bank Accounts	15.5	520.0	51.0	19.0	<b>590.0</b>		590.0	<b>0.0</b>	MH
0.0				10.0	1125.0		<b>1135.0</b>	634.5	500.5	<b>0.0</b>	MH
<b>7542.0</b>	<b>279.5</b>	<b>Controllable Totals</b>	<b>256.5</b>	<b>7628.0</b>	<b>2919.1</b>	<b>1558.9</b>	<b>12106.0</b>	<b>2070.9</b>	<b>2529.2</b>	<b>7505.9</b>	
		<u>Memoranda Items:</u>									
		Central Overheads Directorate Overheads Capital Charges					<b>0.0</b>			<b>0.0</b>	
							<b>0.0</b>			<b>0.0</b>	
							<b>0.0</b>			<b>0.0</b>	
<b>7542.0</b>	<b>279.5</b>	<b>Total Cost of Unit</b>	<b>256.5</b>	<b>7628.0</b>	<b>2919.1</b>	<b>1558.9</b>	<b>12106.0</b>	<b>2070.9</b>	<b>2529.2</b>	<b>7505.9</b>	

## **CORPORATE THEMES**

### **Equalities and Diversity**

Kent Youth Service has undertaken a significant journey in this important area of its work since 2002. A Diversity Officer was appointed to take a lead role in developing the Service's work across the key strands (Disability, Race, Gender, Sexual orientation, Age, Religion and Belief). In 2007, twelve practitioners across the Service were identified as Diversity Champions to support this work at local level. In addition, extensive mandatory training has been delivered to all staff in the Service, and a major county-wide programme of building improvements has taken place to improve access in youth centres for disabled users.

In 2008/9, the Service is looking to build on this base by improving its ability to reach and work with disabled young people, and to further raise the profile of Diversity work with all young people. Also, further Equality and Diversity training will be delivered to staff as part of the Service's Learning and Development Programme. Youth Festivals which celebrate Diversity are planned across Kent, and funding will be directed through the Voluntary Youth Sector to reach more disabled young people with the aim of enabling them to access mainstream youth provision.

### **Community Safety**

The Service has a long history of working in this important area. Area Youth Officers play a key role as part of the County Council's representation on local Crime and Disorder Reduction Partnerships. The Service is also represented on the County Community Safety Liaison Group as well as the Safer & Stronger Communities sub-group of the Kent Partnership.

The Service's work with young people across Kent makes a vital contribution to reducing youth crime. In many cases, this work is undertaken in partnership with others, notably Community Wardens and District/Borough Council colleagues. The latter is well illustrated by the deployment of a full-time detached youth worker in Shepway to work alongside Community Safety colleagues in a targeted way; this approach has led to clear reductions in youth crime and is a model worthy of consideration elsewhere in Kent.

In 2008/9, the Service will take responsibility for the management of 'Positive Activities for Young People' funding; this funding stream (£352,000) is primarily targeted to provide preventative youth work programmes during school holiday periods. As well as direct delivery, the Service will also commission other providers to deliver where appropriate. Additional funding through the Youth Opportunities Fund and Youth Capital Fund will also continue next year (£734,000 and £635,000 respectively), and this significant resource will also make a vital contribution to providing positive activities for young people. All of this work will be further supported through the launch of a new Promoting Positive Activities website for young people to be launched in early April 2008 – essentially, a comprehensive database of provision in the public, private and voluntary sectors.

There are other facets to the Service's work in this area. Negative perceptions of young people in their communities and through the media are both important challenges for the Youth Service, and work will continue in these areas in 2008/9. It is also important to recognise that young people are often the victims of crime, and this will be another area of interest for the Service as it seeks to promote personal safety.

### **Climate Change**

As part of the Communities Directorate, Kent Youth Service has committed to ISO 14001 compliance - implementing, maintaining and improving an environmental management system across the organisation. In addition, the Service hopes to develop at least two 'Eco-youth centres' by the end of March 2009, following the model developed for schools by the Foundation for Environmental Education.