

METROPOLITAN BOROUGH OF OLDHAM COUNCIL

MEETING BETWEEN CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE AND THE ACTING EXECUTIVE DIRECTOR EDUCATION & CULTURAL SERVICES

MEETING OF THE CABINET
20th MARCH 2006

REPORT OF THE EXECUTIVE DIRECTOR, EDUCATION & CULTURE

YOUTH SERVICE STRATEGIC PLAN	2006-2009
YOUTH SERVICE DELIVERY PLAN	2006-2007
YOUTH SERVICE IMPROVEMENT PLAN	2006-2007

1. INTRODUCTION/BACKGROUND

- 1.1 In March 2001 the then Department for Education (DfE) published 'Transforming Youth Work: developing youth work for young people (TYW)'. The document outlined the Government's vision for the Youth Service, highlighting successes, challenging weaknesses and setting out the objectives of the Youth Service and recognising that the new Connexions Service is dependent on the provision of vibrant, high quality youth work.
- 1.2 As part of the overview of a transformed Youth Service, the Transforming Youth Work document set the context for the development of a Common Planning Framework for Local Authority Youth Services. The Service has continued to follow the Transforming Youth Work (TYW) Planning Framework.
- 1.3 Transforming Youth Work described a service that:
- offers **quality support** to young people with a clear focus on those aged 13-19 which helps young people achieve and progress; enables the **voice of young people** to be heard, including helping them to influence decision making at all levels, including service design and delivery;
 - provides a rich diversity of **personal and social development** opportunities and choices to young people to include voluntary action, peer support and mentoring;
 - promotes **intervention and prevention** to address the individual, institutional and policy causes of disaffection and exclusion; and is well planned with **clear aims and objectives** and **focused on achieving outcomes** that reflect the needs and priorities of young people at the local level.

2. CURRENT POSITION

- 2.1 In line with TYW framework, the Youth Service has produced its three year Strategic Plan (2006-2009) and Annual Service Delivery Plan 2006 – 2007. In addition to complying with corporate requirements, it has also produced a Service Improvement Plan 2006-2007.
- 2.2 The Green Paper Youth Matters was published in Autumn 2005. The result of the

consultation and outcome in terms of a White Paper and/or changes to legislation are awaited. Inevitably, the contents of any subsequent White paper will need to be taken on board with regard to the work of the Service, and may result in changes to the Service Delivery Plan.

3. OPTIONS/ALTERNATIVES

3.1 To approve the Strategic Plan for the Youth Service 2006-2009, the Youth Service Delivery Plan 2006-2007 and the Service Improvement Plan 2006 – 2007.

3.2 Not to approve the Strategic Plan for the Youth Service 2006-2009, the Youth Service Delivery Plan 2006-2007 and the Service Improvement Plan 2006 – 2007.

4. PREFERRED OPTION

4.1 To approve the Strategic Plan for the Youth Service 2006-2009, the Youth Service Delivery Plan 2006-2007 and the Service Improvement Plan 2006 – 2007.

5. CONSULTATION

5.1 All Service Staff, young people accessing the Youth Service, Non Users and the Connexions Service, along with other partner organisations, have been consulted on the core and development Service objectives contained within the Delivery Plan.

6. FINANCIAL IMPLICATIONS

6.1 None

7. CORPORATE HUMAN RESOURCES COMMENTS

7.1 None

8. LEGAL SERVICES' COMMENTS

8.1 None

9. TREASURER'S COMMENTS

9.1 None

10. IT IMPLICATIONS

10.1 None

11. PROPERTY IMPLICATIONS

11.1 None

12. ENVIRONMENTAL AND HEALTH & SAFETY IMPLICATIONS

12.1 None

13. COMMUNITY COHESION IMPLICATIONS (INCLUDING CRIME AND DISORDER IMPLICATIONS IN ACCORDANCE WITH SECTION 17 OF THE ACT)

13.1 Community Cohesion was adopted as a Principle of Practice by the Youth Service in 2002. It continues to be a high priority within the work that is delivered across the Borough. Specific objectives and actions associated with community cohesion are contained in the Delivery Plan. The effect of these on individual young people will impact on the development of community cohesion within the wider communities of the Borough.

13.2 In addition to the targeted work delivered in partnership with other agencies and the Community Safety Unit and Police, Service delivery contributes to reducing crime and disorder, particularly with regard to providing young people with opportunities to learn and raise their awareness on key issues, e.g. drugs and alcohol, anti social behaviour and citizenship.

14. RECOMMENDATIONS

14.1 It is recommended that the Cabinet member for Lifelong Learning and the Acting Executive Director Children's Services approve the Strategic Plan for the Youth Service 2006-2009, the Youth Service Delivery Plan 2006-2007 and the Service Improvement Plan 2006 – 2007.

15. SUPPORTING PAPERS

15.1 Appendices (1) - the Strategic Plan for the Youth Service 2006-2009, (2) - the Youth Service Delivery Plan 2006-2007, (3) - and the Service Improvement Plan 2006 – 2007 can be viewed by contacting Geraldine Barry at Oldham Youth Service Tel:0161 911 4206 during normal office hours.

FORWARD PLAN REFERENCE

Key Decision: YES

BACKGROUND PAPERS

The following is a list of background papers on which this Report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents which would disclose exempt or confidential information as defined by that Act.

<u>DOCUMENT</u>	DATE	FILE OR OTHER REFERENCE	PLACE OF INSPECTION
Youth Service Strategic Plan 2006 – 2009	March 2006		Central Administration, Oldham Youth Service
Youth Service Delivery Plan 2006 – 2007	March 2006		Central Administration, Oldham Youth Service
Youth Service Improvement Plan 2006-2007	March 2006		Central Administration, Oldham Youth Service

AUTHOR OF THE REPORT	TEL NO	DATE	ID NUMBER
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Signed _____ INTERIM EXECUTIVE DIRECTOR	Dated _____
Signed _____ CABINET MEMBER	<u>Dated</u> _____
Signed _____ CABINET MEMBER	<u>Dated</u>

Ref:



Strategic Plan
2005 – 2008

Delivery Plan
2006 – 2007

Service Improvement Plan
2006 - 2007

In line with Youth Service policy, and as recommended by the Disability Rights Commission, as far as is possible this plan has been produced in Arial font size fourteen.

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INTRODUCTION

Oldham In Context

“Oldham has begun this new century as it did the last – with vigour, expectation, enthusiasm and hope. A town that once had the reputation of ‘Cotton Spinning Centre of the World’ today concentrates its efforts on a massive programme of economic, social and environmental renewal.”

Oldham Borough Guide

Paul King

The British Publishing Co. Ltd

& Oldham Council 2002

1. Oldham is a town rich in contrast, from the natural beauty of Saddleworth and its villages, to the vibrant town centre, thriving industrial and manufacturing industries, to the diversity and cultural heritage, of its inhabitants and communities. Oldham is in a prime position to exploit the opportunities on offer in the 21st Century.
2. Oldham lies in the north eastern quadrant of Greater Manchester and has a resident population of approximately 219,000 in approximately 90,000 households. The town shares its boundaries with Kirklees to the east, Rochdale to the north, Tameside to the south and the city of Manchester to the west. The town covers an area of around 14,250 hectares (55,000 square miles). Oldham has a diverse community with 13.86% of the population being from Black and Minority Ethnic Groups, mainly of Pakistani and Bangladeshi heritage, compared to 5.56% in the North West Region. The population is also much younger than the rest of the UK and, typical of an urban area, has a high density of population especially in central Oldham itself. The proportion of young people is higher than the national average.
3. Following the completion of the M60 ring road at Hollinwood, Oldham is well connected to the sub-regional and national road network via the M60 and M6. The Borough is also connected to the national rail network by lines to Manchester city centre and the Trans Pennine Route. Manchester Airport is accessible within 30 minutes and to the whole of Greater Manchester is within 45-minutes drive of the town centre, providing an economic and competitive advantage for the Borough.
4. Oldham has a well-deserved reputation in the areas for arts, design and entertainment, science and sports. This tradition is maintained by the

Borough's world class award winning art gallery set in the Cultural Quarter, Oldham Theatre Workshop, the Coliseum Theatre, and through Oldham's Roughyeds Rugby League Club and Oldham Athletic Football Club. The Saddleworth villages also host a range of cultural, heritage and sporting attractions.

5. Investment in Oldham Town Centre has markedly improved the environment and image of the Borough for local people, investors and visitors alike, and led to the development of a range of shopping outlets. Oldham is increasingly a **place to live** as its status as a centre of tourism continues to grow.

6. It is a **place to do work**, with manufacturing an important element of the local economy in hi-tech sectors such as electronics and electrical and instrumental engineering. The retail, distribution, education, health, vehicle assembly and confectionary sectors are all well represented.

7. New Developments such as the "Cultural Quarter," a new Sainsbury's superstore and the diversification into medical manufacturing and research facilities have brought new opportunities to the area. However the borough does remain a predominantly low skill, low waged economy with pockets of high unemployment.

8. Oldham's Town Centre, Spindles Shopping Centre, Town Square Shopping Centre and Tommyfield Market continue to develop to provide a compact and thriving retail centre for the Borough.

9. Oldham is home to a number of well known and high profile businesses, including Siemens, Ferranti Technologies, GEC Plessey, Mirror Group Newspapers, Seton Scholl Health Care, Littlewoods, JD Williams, Slumberland, L'Oreal, Zetex plc, Costco and Northern Foods.

10. Oldham is a **place to learn**. Oldham's educational and learning establishments are amongst the highest performing in the sub-region. The Oldham Business Centre, Oldham Chamber and Oldham Business Management School provide a wide range of business training and support services which are accredited by and delivered in partnership with Universities in Greater Manchester and the North West. The Oldham Business Centre also caters for graduates, those returning to work and those on 'in service training'. The Oldham College and The Sixth Form College offer a broad range of academic and vocational Further Education courses designed to meet the needs of all.

11. Oldham Regeneration Steering Group are seeking to secure Oldham as a university centre very soon, offering degree and other courses as a satellite centre of Huddersfield University.

12. Oldham is a **place to live**. It offers a varied housing market and a wide range of amenities, leisure and recreational facilities. Major social, economic and environmental improvement schemes are taking place, funded by local partners, central government, Europe and the private sector. The announcement of the award of substantial Housing Market Renewal Funds over the next ten years will result in considerable development of much of the older housing stock within the Borough.

13. Oldham's Primary Care trust (PCT) and the Council's Social Services Department offer services and facilities for health and social care. Again, funding will be available for the town to further improve health provision, which will be delivered through a partnership between the PCT and Social Services department.

14. Alongside managing these new developments and opportunities, the Borough is currently faced with a number of challenges, which it is addressing. Rates of deprivation and poverty are very high throughout central Oldham. Of the borough's twenty wards, 18 are in the top 50% most deprived areas in England and Wales with 5 ranked in the most deprived 10%. By contrast, one ward is ranked in the top 25% of favoured wards.

15. Low educational attainment increases the risk of social exclusion, not only during school years but in future years because of the importance of securing employment.

- The Oldham LA average in all three key stage 2 subjects (English, Maths and Science). By key stage 3 (pupils aged 14) the gap performance is wider in all three subjects
- Performance at GCSE level has a major influence on young people's life choices. Overall, the proportion of pupils in the Borough gaining 5 or more A*-C grades is lower than the national average.
- Around half of (51.9%) pupils in schools in the Borough attained these grades in 2005, compared with over half (57.1%) of pupils nationally.
- Results vary widely between schools, ranging from 17% of pupils attaining 5 or more GCSE's graded A*-C at one LEA School to 92% in another.

(Source DFES School performance tables)

The Labour Market

16. Exclusion from work is one of the underlying causes of poverty, as are the low wages of many of those who are in paid employment. Large proportions of residents of working age are excluded from work by ill health or disability, which is effectively a form of hidden unemployment.

The 2001 Census found that 20.3% of Oldham's residents had limiting long-term illness compared with a rate of 17.9% for England. Health is "not good" amongst 11.2% of the population, again, higher than the national average of 9%. 10.8% of Oldham's residents provide unpaid care, which limits the time for paid employment. Rates of economically inactive are particularly high in some central wards and in Coldhurst more than half of the residents aged 16-74 are economically inactive.

In October 2005, unemployment was more than double the national average of 3.1% in four wards in the Borough: Coldhurst, Werneth, Alexandra and St.Marys.

Not in Employment, Education or Training NEET

	Male		Female		Total		Change %	LTU %	Youth %
	No.	%	No.	%	No.	%			
Oldham	2,289	4.3	752	1.7	3,041	3.1	8.1	8.9	7.5
Greater Manchester	29,176	4.8	9,591	1.9	38,767	3.5	9.9	10.4	7.6
North West	76,869	4.7	25,322	1.9	102,191	3.4	10.5	12.7	7.0
Great Britain	614,001	4.2	223,099	1.9	837,100	3.1	7.7	14.3	6.4

Oldham Statistics, October 2005

2005 Oldham Unemployment Statistics By Ward

Ward	Male		Female		Total		% Change	% LTU*	% Youth
	No.	%	No.	%	No.	%			
Alexandra	203	9.5	38	2.4	241	6.5	-6.9	8.3	10.6
Chadderton Central	80	2.7	27	1.1	107	2.0	12.6	4.8	3.0
Chadderton North	69	2.6	26	1.1	95	1.9	9.2	10.5	6.0
Chadderton South	77	3.1	32	1.5	109	2.3	32.9	13.6	4.7
Coldhurst	287	12.4	88	6.6	375	10.3	8.4	9.3	18.0
Crompton	54	1.8	18	0.7	72	1.3	16.1	7.1	3.1
Failsworth East	70	2.4	22	0.9	92	1.7	5.7	5.6	3.5
Failsworth West	75	3.2	33	1.6	108	2.5	16.1	4.5	9.6
Hollinwood	130	6.4	44	2.6	174	4.6	13	11.4	10.4
Lees	147	6.3	57	2.8	204	4.6	20.7	9.8	12.2
Royton North	49	1.7	19	0.8	68	1.3	11.5	7.1	1.7
Royton South	56	2.0	20	0.8	76	1.4	-11.6	6.7	3.7
Saddleworth East	45	1.2	14	0.5	59	0.9	3.5	8.3	2.1
Saddleworth West	29	0.9	16	0.6	45	0.8	-4.3	11.1	2.0
St James	144	6.2	55	2.7	199	4.6	12.4	10.0	12.5
St Mary's	217	9.6	69	4.4	286	7.5	8.7	8.8	12.7
St Paul's	157	6.1	56	2.9	213	4.8	13.3	7.1	9.8
Shaw	58	2.1	22	0.9	80	1.5	1.3	12.5	3.4
Waterhead	136	4.0	38	1.3	174	2.8	22.5	14.3	5.9
Werneth	206	8.6	58	4.5	264	7.1	-5.7	7.7	11.9
OLDHAM	2,289	4.3	752	1.7	3,041	3.1	8.1	8.9	7.5

* Percentage change refers to change over the period October 2004 to October 2005. Percentage of Long Term Unemployed (LTU) relates to the percentage of the total unemployed who have been unemployed for greater than one year. % Youth refers to those aged 16-19.

The male, female, total and youth unemployment rates are calculated using an economically active denominator derived from the 2001 Census.

17. Oldham's unemployment percentage at October 2005 is below Greater Manchester and the North West. Unemployment for Oldham Borough is down to 10.4% in 2004, compared with October 2003. Unemployment for those aged 16-19 years has remained the same since 2003, whereas unemployment for those aged 20-24 years has gone down to 9.2%. Young people are also disproportionately affected by unemployment. Claimant count unemployment rates for young people (aged 16-19) are particularly high, which is currently 7.5%. This is more than twice the Borough average for over 19s (2.9%). Youth unemployment is particularly high in some wards: Werneth 11.9%, Coldhurst 18%, St. Mary's 14.2%, St. James 12.5%, Alexandra 10.6% and Hollinwood 10.4%. Coldhurst at 18% has the 9th highest youth unemployment rate for wards in Greater Manchester.

18. The following information has been gained through the Connexions 'Moving On 2005' document. It provides analysis of the destinations of 2005 year 11 school pupils based on information held by Connexions Oldham.

Main Destinations

Year 11 Destinations 2001-2005					
	2001 %	2002 %	2003 %	2004 %	2005 %
Jobs with Training	6.1	5.6	4.2	5.0	3.8
Foundation Apprenticeships, Traineeship and E2E	7.0	9.1	12.5	8.1	8.4
Advanced Apprenticeships	2.1	1.6	1.1	1.7	0.8
FE College	30.2	29.0	28.5	30.2	32.6
Sixth Form College	22.6	23.8	23.2	24.0	24.5
School Sixth Form	17.2	17.2	16.8	17.3	17.6
Jobs No Training	2.5	2.3	3.7	2.9	2.4
NEET (Available)	6.9	7.2	6.9	7.0	6.0
Lost Contact	0.5	0.4	0.4	0.4	0.4
NEET (Not Available)	1.5	1.3	1.3	1.2	0.9
Moved Away	3.4	2.6	1.4	2.3	2.6

19. The Connexions partnership has been working to reduce the number of young people aged 16-18 who are NEET (not in education, employment or training).

The overall NEET figure for 16 – 19 year olds in Oldham as at November 2005 was 6.7% with the target also being 6.7%, compared to a Greater Manchester average of 8.2%.

Date	Oldham 16-18 NEET (%)	Greater Manchester NEET (%)
November 2002	8.5	10.0
November 2003	8.5	10.0
April 2003	10.9	10.7
June 2003	9.8	10.6
September 2003	9.2	12.7
November 2003	7.9	10.5
April 2004	8.3	9.4
June 2004	8.2	9.1
September 2004	9.5	10.9
November 2004	7.0	8.9
November 2005	6.7	8.2

Year 11 Destination in 2005 - Gender Comparison		
	Male %	Female %
Jobs With Training	1.9	5.4
Foundation Apprenticeships, Traineeship and E2E	5.9	10.7
Advanced Apprenticeships	0.6	1.0
FE College	33.2	32.0
6 th Form College	29.5	20.1
School 6 th Form	17.8	17.4
Jobs No Training	1.3	3.4
NEET (Available)	5.0	6.9
Lost Contact	0.2	0.5
NEET (Not available)	1.3	0.5
Moved Away	2.3	2.0

The main destinations entered by Young People from ethnic minority groups compared with the white cohort (2005).	Ethnic Minority %	White %
Jobs With Training	0.7	4.5
Foundation Modern Apprenticeships/Traineeship/Other Learning	6.5	8.9
Advanced Modern Apprenticeships	0.1	1.0
FE College	35.3	31.9
6 th Form College	39.3	20.9
School 6 th Form	6.1	20.4
Jobs No Training	2.8	0.9
NEET (Available)	5.2	6.2
Lost Contact	0.0	0.5
NEET (Not available)	1.6	0.7
Moved Away	4.3	2.2

Low Income

20. Low income rates along with unemployment, clearly contribute to high levels of income deprivation. Significant income inequalities are evident in Oldham. According to the Income Deprivation Rankings from the Indices of Deprivation 2004 (ID2004), almost one in five areas of Oldham are within the 10% most deprived in England. The Income Deprivation Score shows that in one area of Coldhurst, 57% of the population are living in low income households. In one area of St. Mary's and also in one straddling the Alexandra and Medlock Vale border, over half of the population live in households with low income. Across the Borough nearly one in five (18.6%) of households are in receipt of Income Support. Nearly two in five (38%) in Coldhurst, over one in three in Alexandra (35%), and around three out of ten households in the wards of Hollinwood (29%), St. Mary's (32%) and Werneth (31%) are in receipt of Income Support.

21. Child poverty is a particular concern in the Borough. The ID2004 provided a separate measure, the Income Deprivation Affecting Children Index (IDACI), for the number of children living in low income households. The area of Coldhurst described above is within the 1% most deprived in England. According to the IDACI Rankings, one in eight areas of Oldham are within the 10% most deprived in England. The IDACI Score shows that in the area of Coldhurst previously identified, nearly eight in ten children (78%) aged 0 to 15 live in low income households. In sixteen other areas between 50% and 65% of children live in low income households. These are in the wards of Coldhurst, St. Mary's, St. James', Alexandra, Medlock Vale, Hollinwood, and Werneth, and also cross into Failsworth East and Shaw.

Sources: OMBC Corporate Policy Research Team analysis of the Indices of Deprivation 2004 (Office of the Deputy Prime Minister) and OMBC benefits data (November 2005)

Education

22. Pakistani and Bangladeshi heritage pupils have made steady progress in achieving GCSE/GNVQ from 2001 to the present. White pupils have, however, made significantly less progress.

Young women have substantially higher levels of attainment than young men in attaining 5 or more GCSE's graded A*-C.

Young people of Pakistani and Bangladeshi heritage have shown increases in GCSE/GNVQ attainment on average.

In 2004, for the first time, Bangladeshi pupils out performed white pupils at %5+ A-C, and also reached 50% of pupils achieving for the first time.

School & College Achievement & Attainment Tables 2005
GCSE and equivalent results over time: Oldham

	% of 15 year old pupils achieving 5+A*-C (and equivalent)			
	2002	2003	2004	2005
LA Average	42.9%	44.6%	45.4%	51.8%
England Average	51.6%	52.9%	53.7%	56.3%
The Blue Coat CofE School	80%	81%	74%	82%
Breeze Hill School	27%	32%	34%	32%
Counthill School	36%	32%	27%	36%
Crompton House CofE School	79%	81%	84%	92%
Failsworth School	39%	30%	30%	53%
Grange School	33%	37%	48%	72%
The Hathershaw College of Technology	31%	52%	57%	49%
Hulme Grammar School for Boys	100%	100%	91%	99%
Hulme Grammar School for Girls	99%	99%	99%	98%
Kaskenmoor School	19%	19%	16%	16%
North Chadderton School	50%	54%	54%	55%
Our Lady's RC High School	50%	44%	41%	55%
The Radclyffe School	33%	31%	28%	31%
Royton and Crompton School	28%	40%	49%	68%
Saddleworth School	65%	64%	70%	61%
South Chadderton School	36%	40%	37%	36%
St Augustine of Canterbury RC School	34%	32%	33%	39%
Special Schools				
New Bridge School	N/A	N/A	N/A	0%

School and College Achievement and Attainment Tables 2005
GCSE (and equivalent) results: Oldham

	Cohort Information							Results of KS4 Pupils				
	No. of pupils at the end of KS4	% of pupils at the end of KS4		with SEN, with statements		with SEN, without statements		% of pupils achieving		% of pupils achieving at least one qualification	Average total point score per pupil	
		Aged 14 or under	Aged 15	No.	%	No.	%	Level 2 (5 or more grades A*-C)	Level 1 (5 or more grades A*-G)			
LA Average					2.3		9.0	51.9	88.8	95.9	331.1	
England Average					3.8		12.2	57.1	90.2	97.4	355.1	
The Blue Coat CofE School	222	0	100	3	1.4	1	0.5	82	100	100	430.7	
Breeze Hill School	172	0	99	4	2.3	47	27.3	33	82	94	296.9	
Counthill School	238	0	100	8	3.4	31	13.0	36	88	95	293.0	
Crompton House CofE School	195	0	100	1	0.5	8	4.1	92	100	100	453.1	
Failsworth School	275	0	100	3	1.1	20	7.3	53	91	98	355.9	
Grange School	155	0	100	1	0.6	5	3.2	72	88	98	366.5	
The Hathershaw College of Technology	192	0	100	6	3.1	11	5.7	49	81	94	284.5	
Hulme Grammar School for Boys	86	NA	NA	0	0.0	0	0.0	100	100	100	478.8	
Hulme Grammar School for Girls	63	NA	NA	0	0.0	0	0.0	100	100	100	489.2	
Kaskenmoor School	149	0	99	4	2.7	37	24.8	17	68	81	180.2	
North Chadderton School	267	0	100	3	1.1	11	4.1	55	92	98	331.2	
Our Lady's RC High School	199	0	100	1	0.5	17	8.5	55	95	99	374.0	
The Radclyffe School	264	0	100	0	0.0	30	11.4	31	89	95	282.7	
Royton and Crompton School	228	0	100	2	0.9	17	7.5	68	93	99	376.9	
Saddleworth School	255	0	100	1	0.4	23	9.0	61	96	98	371.1	
South Chadderton School	178	0	100	1	0.6	9	5.1	36	85	94	275.9	
St Augustine of Canterbury RC	158	0	100	0	0.0	19	12.0	39	88	97	287.4	
Special Schools												
New Bridge School	36	0	100					0	0	61	10.8	

Main Secondary Education Establishments

Blue Coat Church of England School
Breeze Hill School
Counthill School
Crompton House Church of England School
Failsworth School
Grange School
Hathershaw Technology School
Hulme Grammar School For Boys
Hulme Grammar School For Girls
Kaskenmoor School
North Chadderton School
Our Lady's Roman Catholic High School
Radclyffe School
Royton and Crompton School
Saddleworth School
St Augustine of Canterbury Roman Catholic School
South Chadderton

Special Schools

Hardman Fold Community Special School
Hill Top Community Special School
Marland Fold Community Special School
New Bridge Special School
Park Dean Community Special School
The Kingfisher Community Special School
Spring Brook Community Special School

Other Education Providers

Oldham Sixth Form College
Oldham College
Oldham Business and Management Centre
Pupil Support Centre
OMBC Lifelong Learning Service
Rathbones Training Organisation
Oldham Youth Service
Castleshaw Outdoor Education and Environmental Centre
Education Shop and Advice Centre
Falcon Business Centre
OTC
Oldham MBC Library Service

Special Education Needs

23. On 1st March 2005 there were 165 secondary school pupils with statements of special educational needs. There are 6 special schools in the Borough and 417 pupils with statements attend special needs schools. The LEA supports 280 pupils with visual impairments, 334 pupils with hearing impairments and 189 pupils with communication disorders.

Health

24. Poor health impairs the quality of life of many people in central Oldham and increases the risk of premature death. There is clear evidence of inequalities in health in Oldham. The DETR's Health Deprivation Index places four wards (Alexandra, Werneth, Hollinwood and Coldhurst) within the 5% most health-deprived wards in the country, and three wards (St. Mary's, St. James' and Lees) also in the 10% most health-deprived wards nationally. People are 30% more likely to die prematurely in Oldham than other people in England and Wales. In Alexandra and Hollinwood wards rates of premature death are twice the national averages. All of the major causes of premature death in Oldham are above the averages for England and Wales. Rates at which people are dying prematurely in Oldham vary greatly and are highest in the most deprived wards.

25. Not only are there inequalities in premature death rates there are also inequalities at the beginning of the life cycle. The infant mortality rate for Oldham is higher than that for the North West and that for England and Wales. The percentage of low birth weight births (under 2500g) in Oldham is higher than for the North West and West Pennines. The wards with highest infant mortality rates and highest rates of low birth weights are amongst the most deprived wards in the Borough.

Crime

The OACP (Oldham Against Crime Partnership) has facilitated a sizeable reduction in crime figures, and the Home Office currently recognises Oldham as one of the top performing crime and disorder partnerships in the country.

The domestic burglary rate fell from 48.5 per 1,000 households in 2002/03 to 22.5 per 1,000 households in 2004/2005, a reduction of 54%. The rate for the first three quarters of 2005/06 is equivalent to an annual rate of around 21 per 1000 households.

The number of racist incidents fell from 160 in the month following the disturbances in 2001 to an average of 49 per month during 2004/05.

Violent crime has fallen by 16% from 2002/2003 to 2004/2005. The reduction is due in part to the 'Street Safe' project, which was implemented in 2003. The multi-agency project tackles alcohol related violent crime, particularly in the town centre through such initiatives as the ban on drinking in public places in Oldham Town Centre.

The Community Safety Unit has had a significant impact. Since it was established in 2002.

The Anti-Social Behaviour Team has secured 133 Anti-Social Behaviour Orders (ASBOs), agreed 206 Anti-Social Behaviour Contracts (ABCs), and a range of other interventions including possession orders and injunctions.

The Crime Reduction Crime Team has been responsible for 78 Alleygating projects, benefiting around 2400 properties and upgrading security on over 1700 properties.

Housing

30. Many parts of the Borough have public and private sector housing stock, which is wholly inappropriate for the 21st Century needs and aspirations of our residents. Overcrowding is a problem. At the time of the Census 7% of households were overcrowded, placing Oldham in the worst 17% of Local Authorities in England and the third worst in the North West. . Not only do geographical inequalities in housing exist but also inequalities between social groups. Households with children, particularly lone parent families, minority ethnic households and households with at least one person with special needs all disproportionately experience housing needs. It is estimated that nearly 7000 people are "in housing need "

Demographic Change

31. Oldham is experiencing rapid demographic change in terms of ethnic composition and the age structure of its population. In 1991, 9% of Oldham's population were from an ethnic minority. Today this is estimated to be 13%, rising to 19% by 2011 and 23% by 2021. Oldham has proportionally more children and young people than the country as a whole. This is particularly associated with central Oldham and with Oldham's Pakistani and Bangladeshi communities. For example, the proportions of the population

aged under 16 is 20% in England and Wales, 23% in Oldham as a whole, but 29% in the wards in central Oldham. Oldham has the 8th highest proportion of under 16's for local Authorities in England.

32. The number of young people in Oldham is increasing, again linked to the growth of Oldham's Pakistani and Bangladeshi Communities. As a result young people in Oldham are disproportionately of minority ethnic origin. Whereas, around one in eight (17%) people in Oldham are from minority ethnic groups, the proportion rises to almost one in four (27%) among people aged less than 25 years. While the growing numbers of young people in central Oldham potentially represent a huge asset, the Borough faces a challenge in ensuring their effective inclusion and in harnessing their energies for positive change.

Age (years)	white			Pakistani			Bangladeshi		
	Male	Female	Total	Males	Female	Total	Males	Female	Total
10 to 14	5,900	5,500	11,500	900	800	1,700	700	700	1,400
15 to 19	6,200	5,700	11,900	800	700	1,600	500	600	1,100
20 to 24	5,200	5,300	10,400	800	800	1,700	500	600	1,100
10 to 24	17,300	16,500	33,800	2,500	2,400	4,900	1,800	1,800	3,600

These are the estimated numbers (rounded to the nearest 100) of people in specified age group and ethnic group combinations in Oldham **in 2006**, based on the population projections for Oldham produced by CCSR, University of Manchester (2005).

Age Range	Total	Males	Females
10-14	15,300	7,900	7,400
15-19	15,200	7,900	7,300
20-24	13,800	6,800	7,000

Source: CCSR, University of Manchester (2005) Population estimates and forecasts for Oldham (from Research Team, Corporate Policy, Oldham MBC) rounded to nearest 100.

33. The level of residential self-segregation is great in Oldham, with Asian and white communities concentrated in specific housing areas which all suffer from poverty and lack of opportunity. This has restricted day-to-day social contact between people from different ethnic groups. Some primary schools in central Oldham feature pupils from only one ethnic group, when the area as a whole has a very diverse community. There are also many positive examples where families live in harmony and there is a real desire to see greater integration through evolution and positive choice.

Population

Ethnic groups	Estimated number of people (all ages) in the Borough by year (rounded to nearest 100)		
	2001	2011	2021
Total	218,500	218,300	221,600
White	188,100	175,200	165,500
Pakistani	13,900	18,900	24,200
Bangladeshi	9,900	16,600	22,800
All other ethnic groups	6,700	7,600	9,100

Source: CCSR, University of Manchester (2005) Population estimates and forecasts for Oldham (from Research Team, Corporate Policy, Oldham MBC)

Young People by Age Band & Ethnic Group – 2001 Census

Age	10-14	15	16-17	18-19
Total	15,950	3,245	6,184	5,055
White	12,567 78.79%	2,515 77.50%	4,716 76.72%	3,881 76.77%
Mixed	428 26.83%	70 2.15%	139 2.24%	78 1.54%
Pakistani	1,578 9.89%	344 10.60%	712 11.51%	588 11.63%
Bangladeshi	1,082 6.78%	232 7.14%	463 7.48%	364 7.20%
Black	64 0.40%	17 0.52%	27 0.43%	29 0.57%
Indian	128 0.80%	35 1.10%	75 1.21%	59 1.16%
Other	103 0.64%	31 0.95%	52 0.84%	56 1.10%

Source – Greater Manchester Research

Oldham Residents, Age 13 - 19 (Connexions Data, 2005)

Ward	Age							Total
	13	14	15	16	17	18	19	
Alexandra	147	135	113	153	153	154	172	1,027
Chadderton Central	134	133	136	139	120	134	141	937
Chadderton North	138	142	134	138	140	125	149	967
Chadderton South	153	157	146	146	163	158	148	1,071
Coldhurst	221	199	196	219	243	238	230	1,546
Crompton	144	138	146	136	151	155	137	1,007
Failsworth East	133	119	108	146	147	130	150	933
Failsworth West	121	115	100	116	127	125	141	845
Hollinwood	183	192	183	172	178	192	179	1,279
Shaw	133	143	138	133	123	122	141	933
Royton North	143	146	130	144	145	149	146	1,003
Royton South	133	141	129	132	137	134	126	932
Medlock Vale	188	156	175	166	218	193	220	1,316
Saddleworth North	117	107	113	116	122	118	123	816
Saddleworth South	107	112	114	106	102	103	104	748
Saddleworth West & Lees	129	124	127	129	120	134	140	903
St James	171	183	161	156	189	167	170	1,197
St Marys	239	217	248	229	242	258	239	1,672
Waterhead	154	152	154	172	156	148	143	1,079
Werneth	191	169	161	156	212	196	252	1,337
	Total							21,548
Township								
East Oldham	564	552	563	557	587	573	552	3,948
Chadderton	425	433	416	423	423	417	438	2,975
Failsworth & Hollinwood	437	426	391	434	452	447	470	3,057
Royton & Shaw	553	568	543	545	556	560	550	3,875
Saddleworth & Lees	353	343	354	351	344	355	367	2,468
West Oldham	747	659	645	694	826	781	874	5,226
	Total							21,548

Summary analysis of 14 to 19 year olds –
Oldham residents by ethnic origin and ward
 Source, 2005 OEBGS

Index of Multiple Deprivation 2004

Ward-level deprivation in Oldham as measured by the Index of Multiple Deprivation 2004				
Ward	Index of Multiple Deprivation 2004 (IMD 2004) results			Population
	National Rank	%	Oldham Rank	
Alexandra	134	1.7	1	11,220
St. Mary's	135	1.7	2	10,850
Coldhurst	147	1.9	3	11,960
Werneth	194	2.5	4	11,690
Hollinwood	276	3.5	5	9,950
St. James'	613	7.7	6	9,770
Lees	689	8.7	7	10,260
St. Paul's	857	10.8	8	10,630
Failsworth West	1,281	16.2	9	9,920
Chadderton South	1,337	16.9	10	10,120
Waterhead	1,464	18.5	11	12,910
Failsworth East	2,190	27.6	12	10,820
Shaw	2,339	29.5	13	10,800
Chadderton Central	2,360	29.8	14	10,790
Chadderton North	2,518	31.7	15	10,370
Royton South	2,728	34.4	16	10,360
Royton North	3,107	39.2	17	10,700
Crompton	3,370	42.5	18	11,020
Saddleworth West	4,321	54.5	19	11,360
Saddleworth East	6,408	80.8	20	13,190
Rank 1 is the most deprived ward in England for the IMD 2004				
Rank 8,414 is the least deprived ward in England for the IMD 2004				

THE LOCAL YOUTH SERVICE IN CONTEXT

Oldham Connexions Targets

34. The work of the Youth Service contributes to the achievement of common core targets for the Borough:

	Connexions Targets 2004-2009	Baseline 2004/5	Target 2006	Target 2007	Target 2008	Target 2009
1	Percentage of pupils obtaining 5+ GCSEs at A*-C or equivalent	50.4%	51%	52%	54%	56%
2	Percentage of pupils obtaining 5+ GCSEs at A*-G or equivalent inc English & Maths	90.2%	91%	92%	93%	94%
3	Number of 19 year olds achieving NVQ2	57.2%	59%	59.5%	61.4%	64.6%
4	School attendance (%of half days missed)	8.3%	8.2%	8.0%	7.8%	7.6%
5	16-18 in structured learning	77%	79%	81%	83%	85%
6	Under 18 conception rate (No per 1,000 13-17)	56.1%	-	52.4%	49.8%	41.4%
7	Post 16 drop out rates to become NEET	16.7%	15%	13.8%	12.9%	12%
8	16-18 in employment, education or training	93%	93.3%	93.7%	94.1%	94.8%
9	Care leavers aged 19 in employment, education or training (EET)	37%	41%	48%	54%	60%
10	Young offenders in EET	75%	90%	90%	90%	90%
11	Young mothers in EET	47.2%	50%	50%	50%	50%
12	16-18 from priority wards in EET	89.1%	90.3%	90.9%	91.4%	91.9%
13	Substance misuse referrals to OASIS @ Connexions	100%	100%	100%	100%	100%

How the work of The Youth Service contributes to the Connexions targets in the table above.

1, 2 & 14	Homework support workshops, access to the internet for revision support Working with young people who are not engaging in education or at risk of exclusion.
3, 7, 8, 10 & 13	Range of provision for young people who are not in education employment or training through Jigsaw project including E2E and senior member training.
4	Work in schools targeted at Young people who have low attendance or who are at risk of disengaging. New Start Extra, ACE and PAYPS programmes, Stride, PRU and Learning support unit project
5	Structured learning and accreditation through Jigsaw E2E, Duke of Edinburgh Scheme and Senior member training.
6	Partnership work with Brook who are also delivering level 1 training. PAYPS programmes and a Sexual Health clinic at Royton Youth Centre and 146 Youth Centres. Membership of Teenage Strategy Management Board.
9	Targeted work with young people in care and leaving care.
11	Toys project ,Young Mums project and Jigsaw
12	Jigsaw
13	Jigsaw referrals and referrals by individual youth workers across the Borough.

OLDHAM METROPOLITAN BOROUGH COUNCIL

Vision

'We will realise our vision of Oldham, a borough of well educated people who enjoy good quality employment in a healthy environment; a borough which is a safe home for its people and welcoming to visitors; a thriving attractive borough in the Pennine Hills; a borough whose people are secure in their identity, share common values and enjoy equality of treatment; a borough of racial, cultural and religious diversity, whose people live together in peace, respect and friendship.'

Mission

34. To improve everyone's lives by providing quality local services and effective community leadership in a regenerated Borough.

Main Aim

35. Regenerating the Borough in a way that achieves greater community cohesion.

Core Values

37. The council respects these core values, and consider them to be of the utmost importance in everything that is done.

1. Empowerment
2. Fairness
3. Openness
4. Respect
5. Sustainability

Valuing our Workforce

Corporate Themes

36. The council has six corporate themes upon which all of our work is based and through which we hope to build a better future for Oldham. These are:

1. Community Cohesion
2. Realising the potential of children, young people and families
3. An Improved Environment
4. A Prosperous Borough
5. Healthy and Well Cared for People
6. An improving council striving for excellence

Identified within these broad themes are 10 priority areas of work:

1. Continue the community cohesion programme
2. Roll out neighbourhood solutions borough wide
3. The implementation and development of housing market renewal fund (HMRF)
4. Develop university centre Oldham
5. Develop children's services
6. Improve local environmental quality
7. Deliver against social services performance improvement Plan
8. Develop a vision for adult social care
9. Provide more efficient high quality services
10. Improving the customer experience.

Political Structure and Composition

38. According to the CPA (Corporate Performance Audit) report which was published in December 2004, Oldham's political leadership was regarded as a strength in terms of its leadership of the community cohesion agenda.

39. There is a more recent positive approach from leading Members and cross-party commitment to tackling important issues. This is increasing confidence in the council from the wider community.

40. The council usually elects a third of its members annually, and has had a longstanding Labour majority (apart from the period May 2000 – May 2003 when the Liberal Democrats were the ruling group).

41. Following electoral boundary changes, there were all-out elections for the entire Council in 2004. These elections returned the Labour group to control, with 32 of the 60 seats. The Liberal Democrats have 25, the Conservatives have two seats, and there is one independent Councillor.

42. A new political structure, cabinet style governance with a Leader and 'Executive' went live in 2001, replacing the traditional 'committee' based system. Executive meetings are very short and business-like and though the public are allowed to attend they must give notice of a question.

Area Committees

There are six Area Committees as follows:

Area Committee	Comprising of the following wards
Chadderton	Chadderton Central, North and South
Failsworth and Hollinwood	Failsworth East and West and Hollinwood
East Oldham	St James', St Mary's and Waterhead
Saddleworth and Lees	Saddleworth North & South and Saddleworth West & Lees
Shaw and Royton	Crompton, Shaw and Royton North and South
West Oldham	Alexandra, Coldhurst, Medlock Vale and Werneth

43. Membership includes Ward Councillors who are supported by a number of local co-optees. Their aim at the area committees is to improve public involvement, consultation and communication and increase the local relevance of the council.

44. All meetings of the Area Committees are held in public and have a Public Question Time during which members of the public may ask any question or make any comment on any matter relevant to the functions of the Council.

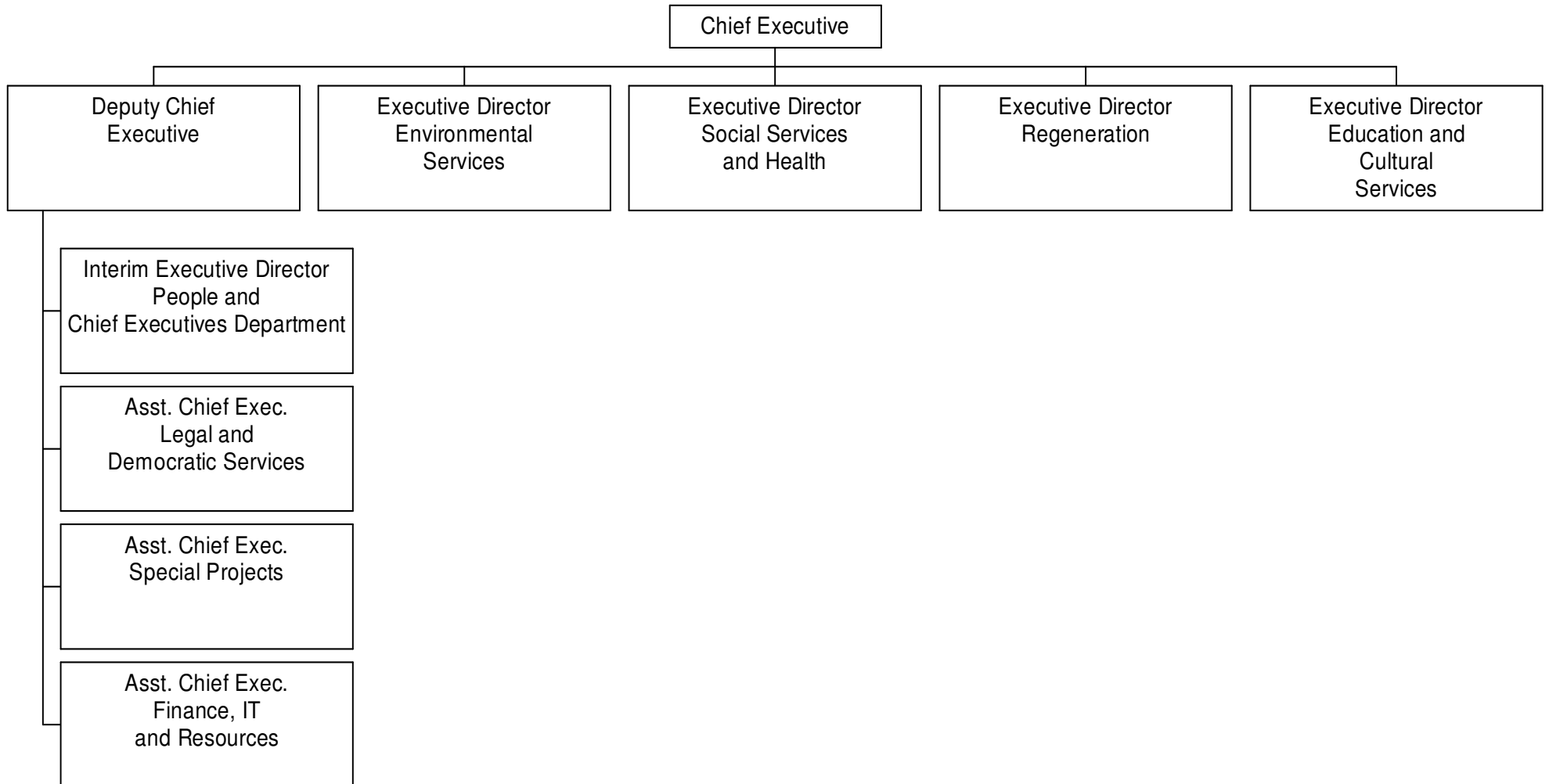
Overview & Scrutiny

45. There are six scrutiny commissions:

1. Young People and Lifelong Learning,
2. Health and Adult Social Services,
3. Regeneration and Environment,
4. Health & Adult Social Services
5. Finance and Resources
6. Performance and Continuous Improvement
7. Community Strategy and Cohesion.

46. A standards board made up of Councillors and external independent members has responsibility to ensure that Members achieve the high standards expected of those in public life.

**Oldham Metropolitan Borough Council
Strategic Management Team**



Organisational Objectives

Civic and community leadership (including partnership)
Community regeneration
Tackling discrimination and prejudice
Improving access to services
Maximising resources

The Agenda For Service Action Includes:

- Realising the potential of all people by improving educational attainment through lifelong learning;
- Helping and caring for vulnerable people;
- Quality housing (policies, future provision of social housing and renewal);
- Improving economic success (involving infrastructure access to employment etc);
- Environmental management (including the quality of the natural and built environment);
- Substantial transport (including infrastructure)
- Protecting the public (including regulation and enforcement)
- Providing health and well-being (including leisure, recreation and culture)

47. These objectives are contained within the corporate plan. The corporate plan is a 'high level' document, setting out the key priorities for the Council; its departments, divisions and services. Medium term budgeting, electronic government, information, communication technology and the workforce strategies support the Corporate Plan.

Departmental Business Plan 'Quality Through Diversity'

48. The Department Business Plan provides a framework that describes and supports the work of the department. This plan is one of an inter-related set of plans that in total are written to produce clear objectives and success criteria to deal with the many areas in which we are involved. The plan has been developed following consultation with the Executive Director, members of the Department Leadership Team and Senior Management Group.

49. The Department Business Plan provides the links between the Corporate Plan, a range of statutory plans and individual service plans, it sets out how the department will achieve the Council's objectives.

EDUCATION & CULTURAL SERVICES DEPARTMENT

Mission Statement

“To contribute to a well educated, prosperous, cohesive and healthy community by working in partnership to raise achievement to promote and provide high quality lifelong learning and cultural opportunities across the Borough”

Departmental Priorities:

1. Raising attainment and aspirations for all.
2. Promoting good relations and Community cohesion
3. Customer engagement and satisfaction
4. Improved facilities
5. Striving for continuous improvement

50. The Education and Cultural Services Department contributes to or produces the following statutory, corporate or local plans.

- Corporate Plan	- Library Plan
- Best Value Performance Plan	- School Organisation Plan
- Youth Service Plan	- Early Years and Childcare Plan
- Asset Management Plan	- OFSTED Action Plans
- Education Development Plan	- Borough Emergency Plan
- Behaviour Support Plan	- ICT Development Plan - Strategy
- Excellence in Cities Plan	- Local Authority Adult Learning Plan
- Crime and Disorder Strategy	- LSC Strategic Plan
- Connexions Service Plan	- Oldham Preventative Strategy
- Youth offending Plan	Equality Standard for Local
- Drug and Alcohol Strategy	Government
Community Strategy	- Teenage Pregnancy Strategy
- Cultural Strategy	- ECS strategic Plan 2005-2008

Key Departmental Objectives

- Continue to improve the quality of challenge and support to schools
- Further develop schools' self review process
- Ensure that all schools act on their responsibilities towards cultural harmony and racial diversity.
- Support Schools' governance and management.
- Promote, implement and extend programmes to promote active citizenship.
- Promote Health Education through targeted initiatives.
- To ensure children and young people are able to access appropriate education provision through the provision of a range of services.
- To provide a range of Youth Work opportunities and support that will encourage young people to make positive choices and achieve their potential.
- To improve the achievement and life choices of pupils with special education needs.
- To increase access and improve quality of early years education and childcare services for children and parents in Oldham.
- Developing relevant and engaging programmes and activities.
- Progress the Cultural Quarter/raising standards of attainment.
- Increasing access and widening participation.
- Promote community cohesion.

Education & Cultural Services – Department Structure

51. The Department, which is led by the Executive Director of Education and Cultural Services, comprises the following groups (details of services contained within each group can be seen on the structure chart)

Inclusion Group

52. Social inclusion fundamentally concerns securing equality of opportunity for all. Individuals and groups of children and young people may under perform, due to a denied access to appropriate educational opportunities. The role of the Inclusion Group is to provide and co-ordinate services, working with our numerous partners, to maximise opportunities to ensure educational and social inclusion for all children and young people.

It is within this group that the Youth Service is located.

School Improvement Group

53. The School Improvement Group acts as the LEA pivot for co-ordinating and drawing down resources in order to challenge and support schools with regard to them improving.

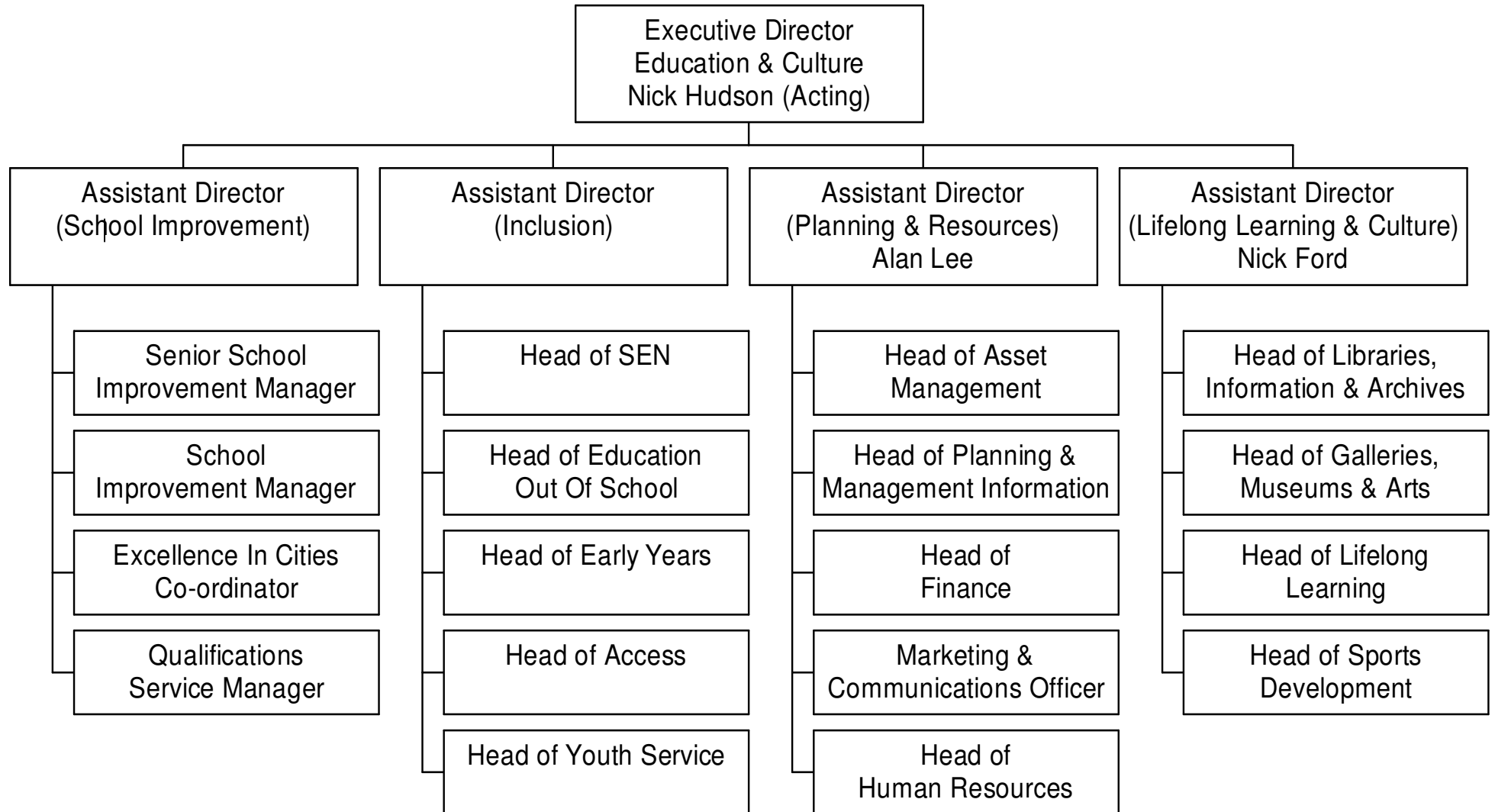
Lifelong Learning & Culture

54. The role of the Lifelong Learning and Culture Group is to promote and facilitate learning for those who live in or visit the Borough through Lifelong Learning Centres, libraries and archive services, galleries, museums and arts with a range of cultural events, sports development and the provision of lifelong learning classes across a range of curriculum areas.

Planning & Resources

55. The role of the Planning and Resources Group is to support managers within the Council, the Department and schools in fulfilling their obligations in the following Service areas: asset management; finance; marketing and publicity; personnel; policy; planning; ICT and management information; and Private Finance Initiative

Structure of The Education & Cultural Services Department



OLDHAM YOUTH SERVICE

Youth Service Mission Statement & Key Tasks

“To provide and support a range of social and educational opportunities that will encourage young people to learn throughout their lives, make positive choices and achieve their potential as individuals, members of their communities and members of society.”

Equity

56. Equity is achieved through challenging oppression due to differences of race, culture, language, sexual identity, gender, disability, age, class or religion, and working to ensure that young people are not disadvantaged because of any of these differences. This is both in terms of the ways in which the Youth Service delivers its own work, and also within its role as an advocate on behalf of young people.

57. By ensuring equal opportunities are applied throughout all aspects of service operation and delivery and that equity is achieved for all young people and adults involved with the service.

Education

58. The work of the Youth Service has an educational focus. All of its work is focussed on identifying and maximising opportunities for young people to gain knowledge, skills and experience which will benefit them in their current and future roles in life. This will enable young people to identify, and pursue their rights, responsibilities and potential as individuals, and as members of groups and communities locally, nationally and internationally.

Empowerment & Participation

59. The Youth Service works with young people in order that they are able to act on the personal, social and political issues which affect their lives, the lives of others and the communities in which they have a key role to play. Participation is a central factor within youth work practice. Participative youth work seeks to involve young people in the planning, creation and implementation of the Service and projects. Good youth work practice promotes opportunities for young people to be involved in the decision making processes which affect their lives and through such involvement supports them to develop a sense of ownership within their unit/club and within their communities and society as a whole.

Fun

60. In order to engage young people's voluntary involvement, the ways in which the Youth Work Curriculum is delivered must be attractive and enjoyable to young people. In order to fulfil the remit given to the Youth Service, the youth work curriculum must be challenging stimulating, engaging and **fun**. The voluntary nature of the engagement relationship between young people, youth workers and provision, requires youth workers to be highly skilled and to be able to utilise a variety of differing methods and approaches. Following on from initial engagement, the methods and approaches need to support and engender the sustained involvement of young people. Young people are more likely to learn and engage further if the curriculum is delivered in an attractive and lively manner.

Community Cohesion

61. The Education and Cultural Services Department has a comprehensive Community Cohesion Strategy which applies to the Youth Service. Community cohesion is achieved when different communities live and work confidently with each other, recognising each others differences but sharing a sense of belonging. Youth workers ensure that they have a full understanding of the communities in which they work. It is a key part of the Youth Services work within Oldham to promote community cohesion. Young people accessing the Service come from diverse backgrounds, youth workers ensure young people are appreciated and positively valued and positive relationships are encouraged and developed between young people and their local communities. As with other core principles, Community Cohesion underpins all of the work of the Service and is evident in Service Plans at all levels.

Purpose and Key Tasks

62. To provide a broad ranging service that meets the needs of individuals and groups that includes:

- Access to warm and welcoming centres that are young people focussed.
- Targeted responses based on identified needs.
- Detached and Outreach work.
- Specialist provision.
- Issue based work.
- Support to maximise educational achievement and achievement of individual potential.
- Accredited Learning.

- Individual support and guidance.
- To work in partnership with other statutory and voluntary agencies who are involved in work with young people.
- As a lead partner, to contribute to the delivery and development of the Connexions Service and the Connexions Strategy in Oldham.
- To work with young people in order to empower them, with particular regard to their involvement in decisions that affect their lives and their role as citizens within communities and the Borough.
- To advocate on behalf of young people in order to overcome barriers to their inclusion and access to services and opportunities.

The Youth Work Curriculum

63. Youth work has undergone considerable development over the past decade and is rooted firmly within the sphere of education. As with any practice, which is educational, Youth Work has a curriculum.

64. The youth work curriculum refers to the unique combination of knowledge, skills, philosophy, approaches and methods that are used. It is what we are seeking to achieve, and all of the elements that form a part of how we go about achieving it. Everything that is planned is a part of the Youth Work curriculum.

65. The Youth Work Curriculum is broad and comprehensive, and makes clear the purpose, structure and focus of youth work. The specified learning outcomes provide a framework that assists in youth work planning. With more and more of youth work being delivered through partnerships, it will also be a useful tool in explaining the processes and benefits of educational groupwork to young people, funders, other education providers and other stakeholders.

66. Through delivery of the curriculum in your youth work programmes the Service is able to demonstrate the contribution made to the outcomes within Every Child Matters, Change for Children programme.

Every Child Matters Outcomes

1. Be healthy
2. Enjoy and achieve
3. Stay safe
4. Achieve economic well-being
5. Make a positive contribution

67. The elements of the Service Curriculum are categorised under the following headings:

Curriculum Areas

1. Healthy life styles
2. Personal and Social Skills, increasing aspirations
3. Empowerment democracy and decision making
4. Equality & diversity
5. New opportunities and challenging experiences

Youth Service Core Objectives:

- To plan and implement a comprehensive programme of training opportunities that meets the needs of the Service.
- To secure adequate resources to support the delivery of the Service.
- To deliver a broad based youth work curriculum to young people between 13 and 23 years.
- To work in partnership with other statutory and voluntary agencies that work with young people.
- To play a lead role in the implementation of the Connexions Strategy within the Borough.
- To increase young people's access to influencing decision making.
- To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.
- To target support and resources for young people at risk: drugs, teenage pregnancy, anti social behaviour and involvement in crime.
- To ensure quality of provision and the achievement of Best Value.
- To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the service.

Youth Service Annual Development Objectives 2005/2006

1. Identify and implement a new Management Information System
2. Establish a Young Persons Membership Card System
3. Develop a Young Persons website
4. To benchmark the Service against statistical neighbours
5. Establish a two way referral system for children missing education
6. Further develop opportunities for disabled young people
7. To improve the physical environment in all youth centres

8. To develop and establish Cannon Street Youth Centre as a delivery venue and base for the Youth Council and Young Peoples Inspection Programme.
9. To increase the number of 16 and 17 year old Young People on the electoral register.
10. Induction course booklet externally accredited.
11. Training and improved scheme developed for adventurous activities.
12. Information protocol with Oldham Police.
13. Increase Detached Youth Work provision across the Borough.
14. Develop initiatives to promote intergenerational cohesion.
15. Increase access for all young people to Service provision.
16. Develop internal accreditation system.

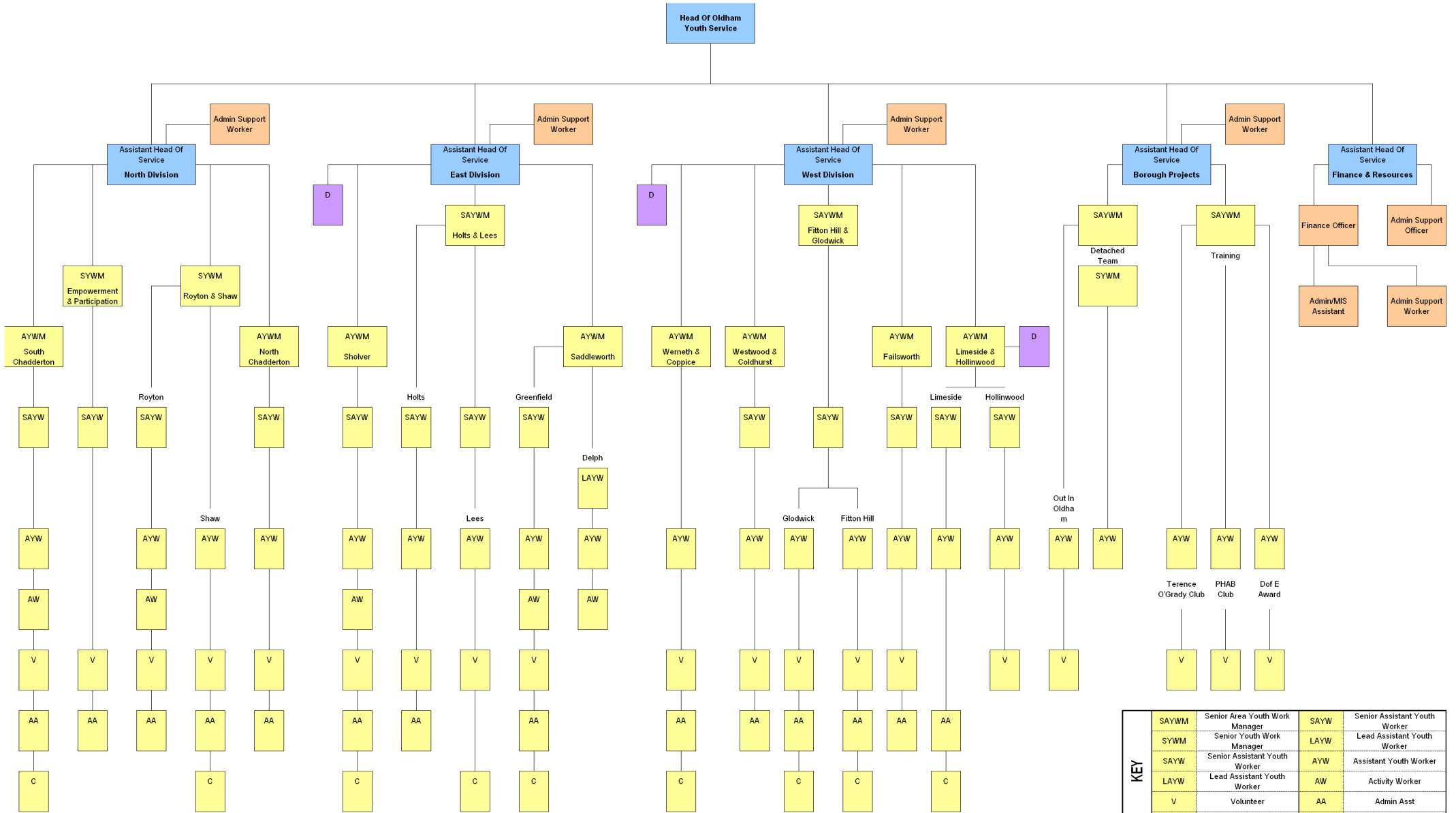
How We Work With Young People

68. We provide opportunities for 13 – 23 year olds that enable them to have fun, try new things, learn to problem solve, take responsibility for themselves, meet new and existing friends in inviting settings, to be involved in decision making, get support from adults, learn new skills and develop new hobbies, and make choices in their lives and achieve their full potential.

69. The aims and objectives of the Youth Services are achieved by a variety of means including:

- Open access, projects, detached work, work with girls and young women. creative and expressive arts, voluntary groups, Duke of Edinburgh Award Scheme, Advice services, residential work, outdoor education, multi-cultural/international experiences; work in schools specialist support, basic and key skills work.
- A balanced informal education programme which is not only challenging, stimulating and enjoyable, but also addresses those issues that are of concern to young people.
- Access to relevant information advice and counselling services.
- Acceptance and understanding of individuals' differences arising from their culture, race, language, sexual identity, gender, age, class religion or disability and recognition of the mutual enrichment of this diversity.
- Monitoring and evaluating the work in order to plan further developments, and improvements and ensure Best Value and quality of provision.

Youth Service Staffing Structure



KEY	SAYWM	Senior Area Youth Work Manager	SAYW	Senior Assistant Youth Worker
	SYWM	Senior Youth Work Manager	LAYW	Lead Assistant Youth Worker
	SAYW	Senior Assistant Youth Worker	AYW	Assistant Youth Worker
	LAYW	Lead Assistant Youth Worker	AW	Activity Worker
	V	Volunteer	AA	Admin Asst
C	Caretaker/Cleaner	D	Driver	

Methods & Range Of Delivery

70. Oldham Youth Service prides itself on the range of methods it uses in order to positively engage young people. The Service fully recognises the need to deliver youth work in diverse and innovative ways in order to reach as many young people as possible whilst continuing to deliver the curriculum.

71. We are continually reviewing and embracing new methods of delivery that enable the service we provide to be accessible, meaningful and attractive to young people. Methods of delivery that we currently utilise include:

- Open Access sessions provided through seventeen units across the Borough.
- Deployment of borough-wide detached youth work team.
- Locally based outreach work.
- Targeted community cohesion projects
- Accredited learning opportunities.
- Targeted work with young people in care.
- Arts based provision e.g. music, drama, visual arts, multi-media.
- Duke of Edinburgh Award Scheme.
- Single gender provision.
- Personal development work with excluded young people at the pupil referral unit.
- Work based learning for young people Not in Education, Employment or Training (NEET)
- International work
- Residential experiences.
- Summer and holiday break programmes
- Sports and healthy living initiatives.
- Youth Crime projects.
- Twinning of all youth centres.
- Borough wide events e.g. Youth Conference, Youth Showcase/Achievement events.
- Senior member training and volunteering opportunities.
- Alternative Curriculum Education (ACE) with Secondary Schools.
- Youth Council work.
- Environmental Projects.
- Fundraising initiatives.
- Mobile Youth Units – targeting young people not currently engaging in services delivered in Youth Centre.
- Campaign/political action projects.

- Targeted provision aimed at young people who are unemployed, gay lesbian or bi-sexual, disabled, involved in crime/anti-social behaviour, drug/alcohol users, underachieving at school, involved in the care or after care system, young parents etc.
- Video conferencing

72. The above list is not exhaustive, it indicates the range of opportunities the Service offers to young people in order to facilitate their personal and social development and raise achievement. Many of the above mentioned activities involve a high level of multi-agency or partnership working in order for these initiatives to be achievable and delivered to the highest possible standard. Similarly many of the initiatives mentioned are only achievable as a result of securing external funding.

How Programmes Reflect and are Affected By Local Factors

73. The programmes development by the Youth Service to meet the varying needs of young people are influenced by a number of different factors including;

- National, regional and local priorities, targets and key objectives.
- Responses to elected members.
- Responses to community demands.
- Areas for development identified through multi-agency and partnership work, on a local or borough wide level.
- Self-identification – Service identification of gaps in programme delivery.
- Young people – young people individually or collectively influencing the allocation of resources and programme development. This is both on a local and Borough wide level, through a range of youth committees.

74. Oldham Youth Service believes that it uses its resources well and in a responsive manner. We have a number of key strategies that enable the Service to have its 'ear to the ground'. 'The Children's and Young Peoples Alliance' enables information to be generated and shared and thereby inform programme development.

- Young people's forums at each youth centre which enable young people themselves to identify key areas for development and help to formulate effective programmes that meet their need.
- Detached and outreach work, generates a significant amount of information regarding local factors affecting the lives of young people. This information is then utilised on a local level to develop appropriate and responsive programmes. This work has been particularly useful in the

more rural areas of Oldham or where there are no venues from which to operate.

- Youth workers are responsible for a particular geographical patch and are encouraged to 'know their area well'. Part of their local planning includes the production of a community profile and identifying key trends or issues as part of needs analysis.

Social & Community Cohesion

Including Intercultural & Citizenship Work

104. The Youth Service has prioritised this area of work and fully recognises the significant contribution it can make to the development of social and community cohesion within Oldham. Areas of good practice that are either in place or in the process of being developed include:

- The triangulation of Youth Centres across very different communities. This involves experiential learning opportunities for young people, enabling relationship building, raising awareness and the challenging of misconceptions, stereotypes or prejudice. Programmes are developed around areas of common interest e.g. ICT, sports, arts, and residential/international work. The twinning has been extended and now links together centres from the West, East and North of the Borough.
- An annual youth project called "Fusion" was launched in February half term 2004 and has gone on from strength to strength since then. This project was designed to make a major contribution to community cohesion in Oldham. Four representatives from the majority of Secondary Schools across Oldham are invited to attend a residential in West Yorkshire in a bid to develop strong team cohesion and to provide opportunities for the young people to explore diversity and establish new friendships. This project is also designed to increase the students' self-esteem and personal confidence. The second 'Fusion' took place in February 2005.
- On an ongoing basis, the Service will continue to offer young people opportunities to come together for borough wide events e.g. Youth Conferences, arts events, achievement celebrations, International work, summer programme activities, Senior Member Training etc. We intend to establish as many opportunities as possible to enable young people to work and socialise with other young people, that they may not otherwise have opportunities to interact with, for example our annual Eid event.

- We will continue to work with our partners in order to offer a variety of borough wide opportunities that again bring young people together who would not normally interact on any level, for example, our annual Youth Arts Day and the Youth Service Celebration Event.
- Each Youth Service Unit across the Borough is required to include in its programme, opportunities for young people to explore their own and others attitudes towards differences in race, culture and religion with a view to overcoming some of the myths and stereotypes that often fuel racial and cultural intolerance.
- Every member of staff in the Service (regardless of the type of job or number of hours worked) is required to undertake race and cultural awareness diversity training in order to ensure these factors are given due consideration in their work roles, and to increase their confidence and competence in dealing with discrimination and prejudice when they encounter it in others, as well as modelling positive behaviour.
- On an ongoing basis the Borough wide, work based, learning provision (Town Centre) includes within its delivery opportunities for young people to learn/train together. Small group work enables issues of difference and intolerance to be explored, leading to increased awareness, tolerance, acceptance and celebration of diversity.

Programmes & Activities Undertaken

105. The Youth Service works with a range of identified groups or categories of young people including:

- Young people excluded from school;
- Young people in care,
- Young people who are NEET (not in education, employment or training);
- Sexually vulnerable young people;
- Drug users;
- Young people leaving care;
- Young people with disabilities;
- LGBT young people single gender groups
- Young and lone parents.

106. The Service is proud of its longstanding record of delivering initiatives that specifically target work with the most 'at risk' or 'vulnerable' young people. The Service directly delivers or actively supports many initiatives across the Borough examples of these include:

- In partnership with Positive Steps Oldham and other key partners the delivery of Positive Action for Young People programme (PAYP). Targeted at young people in the holiday periods that are most at risk of offending or anti-social behaviour. Many of the young people engaged in these programmes have multiple issues impacting on their lives and are supported to gain access to professional support, guidance, advice and structured programmes of learning.
- In partnership with schools across the borough the delivery of Personal Development Programmes Royton and Crompton School the ACE project is for targeted young people. The programme explores issues affecting the lives of young people who are underachieving, are not engaging or have other identified issues.
- 'Out in Oldham' is a borough wide, town centre based project offering a variety of services to LGBT young people. This includes a one night a week drop in session, email address and a telephone support line for weekday advice, guidance and support. The recent development of a multi-agency steering group will help with raising the profile of the group and the exploration of external funding opportunities in order to further extend service availability and training. This group won the Community Float Award in Manchester's Pride Festival 2004.
- The Service has reviewed and updated policies and procedures within its quality assurance measures. All Youth Work provision is developed around a curriculum that includes 5 curriculum areas that reflect the Every Child Matters Change for Children.
- The Youth Service works closely with Brook Advisory in terms of referring young people to them for personal counselling and on issues regarding sexual health. In addition, satellite provision of services is available through youth centres in specific geographical areas. Brook Advisory workers often work in partnership with Youth Service staff in order to offer awareness raising workshops and training to young people accessing youth centres on a local level.
- Youth Work staff are trained to enable young people to access advice, information and the distribution of condoms. Sexual health clinics operate within each division.

- Connexions Personal Advisors refer young people who are NEET and will benefit from a comprehensive package of training and support to improve their chances of entering further education, training and employment. Many of the young people on this programme have multiple issues impacting on their lives. These may include disability issues, involvement in crime/anti-social behaviour, involved in and retraction from drug use, sexuality/sexual health issues, often concerning teenage pregnancy, low academic attainment or have been non-attendees at school, relationship and family problems that can impact on their behaviour. All of these issues, in some way can lead to low self-esteem and confidence.
- The Youth Service works with and supports the work of the Youth Offending Team on many levels. In addition, Service staff work closely with the pre and post court teams.
- Oldham Youth Service also works alongside the Youth Inclusion Projects in the Hathershaw and Fitton Hill area and the youth works project in Greenacres. These projects are aimed at young people most 'at risk' of involvement in crime/anti-social behaviour.
- The Service supports the work of OASIS, a multi agency drug treatment service for young people. This includes involvement in ongoing training for youth service staff on drug awareness, direct and indirect referral of young people and awareness raising sessions delivered to young people.

107. The Service delivers and supports a number of initiatives aimed at young people with various disabilities. These include:

Borough wide, the 'Terence O'Grady Club' meets in a community facility on two evenings a week, and caters for the social needs of disabled people aged 16 and above. Below this age the Service supports a physically handicapped and able bodied club (PHAB) which also meets once a week at the Link Centre.

The Express mobile unit currently works with Marland Fold Secondary School (learning disabilities) for one day a week.

In addition to linking Area Youth Workers to individual secondary schools across the Borough, A specialist youth worker is linked to Hardman Fold Special School to work with young people who have Educational and Behavioural Difficulties (EBD) for half a day a week.

Activities That Focus On Arts & Culture

108. Oldham Youth Service has a history of using arts and culture within its main programme of activities that focus on Arts & Culture and link with participatory Arts provision. This tradition will not only continue but is likely to be developed further in the forthcoming years. Across the Borough, on a weekly basis it would not be unusual to find examples of the following types of activity:

- Music Technology
- Drama and Role Play
- Dance and Percussion
- Song/lyric production
- Multi-cultural arts
- Creative Writing
- Multi-media work e.g. video, photography, sound etc.
- Visual arts e.g. sculpture, mosaic, Batik, collage, fabric painting, glass and ceramic work.
- Fashion design
- Building/Refurbishment design.
- Graffiti/Street Art etc.

109. The Youth Service holds several showcase/achievement events each year, which provide opportunities for young people to exhibit or display their talents.

110. Oldham Youth Service greatly appreciates the role of the arts and culture in developing/exploring social, political and personal learning opportunities for young people, and enabling views, ideas and beliefs to be expressed in new and exciting ways. As a result, the Youth Service has identified two centres that specialise in the two main branches of the arts, these being visual and performing arts.

111. The two centres identified as specialist venues are staffed and resourced appropriately and are an invaluable resource in bringing young people together from across the Borough around common interests.

The Role Of The Service in Supporting Young People in Developing Their Own Provision

113. The empowerment and participation of young people are fundamental principles underpinning the work of Oldham Youth Service. The role of the Service is to enable young people to create and manage opportunities to shape their own provision and to develop the skills, confidence and awareness necessary to successfully implement new developments. Oldham Youth Service is committed, along with its Connexions partners, to the development and sustained development of:

- Participation at unit level
- Borough Wide Youth Council
- Connexions Advisory Group

114. These structures allow young people to contribute their ideas, views and opinions, in relation to service development on a local, area and borough wide basis. The Service is committed to providing support to young people who wish to take on a more active role in the development of provision and has established a highly successful senior member training course. The course is designed specifically to enable young people to acquire the key skills, knowledge, awareness and abilities needed to actively design and implement youth work provision. This is a particularly good course for young people who wish to pursue a career in people centred work. Training courses are also established for Young People involved in Youth Club Committees.

115. The service offers young people volunteering or placement experiences, whereby again young people take an active role in service creation and implementation, whilst being mentored by youth workers.

116. Oldham Youth Service believes that the positive empowerment of young people is a managed process, whereby opportunities are created for young people to develop the skills, knowledge, abilities and awareness necessary to take on active roles. Through experiential learning, trial and error, reflection and evaluating young people's abilities to take on responsibility can greatly increase programme development, a sense of ownership and the confidence of individual young people.

117. Youth workers use a variety of other means in supporting young people in developing their own provision, these include:

- Focus groups.
- User surveys/satisfaction questionnaires.
- Non user surveys
- Holding planning, monitoring and evaluation sessions with young people on a regular basis.
- Advocating on behalf of young people with decision makers and funders.

118. The Youth Service also works with young people in order to support and encourage them to become active members of Area Committees. These are forums consisting of elected members and members of the community which have decision making responsibilities delegated from the Borough Council. These were established as a means to devolve decision-making and resource allocation to local levels. Through the intervention of the Youth Service, the composition of each Area Committee allows for up to two 'youth members' under 23 years of age. There has also been Area Committee Youth Advisory sub groups established, comprising of Key Youth Work providers, elected members and co-optees from the Area Committee. This year work will focus on the Inclusion of Young People to ensure opportunities for Young People to influence provision and decision making within their communities.

119. In addition, advocacy by the Service, resulted in two places on the Local Strategic Partnership being allocated for members of the Borough Youth Council. This opportunity clearly establishes a place for young people at the heart of developing Oldham's plan to improve the quality of services and life for all Oldham residents.

120. Alongside Connexions and Social Services workers, the Borough Youth Council identified members to attend workshops and a residential that established the Connexions Youth Charter for Greater Manchester. The Youth Service worked closely with the Connexions Development Manager to identify young people to become members of the Connexions Advisory Board. This board has an important role in developing ideas that inform the direction of the Connexions Service within Oldham.

121. The Youth Service worked closely with Connexions staff to identify and support young people in designing Connexions promotional and publicity materials that are both meaningful and attractive to young people.

122. Following on from two residentials for Young People in January 2006, Young People elected representatives on to The Oldham Youth Council which then moved from being an Acting Youth Council to the Oldham Youth Council on 1st February 2006.

123. The Youth Service employs Youth Empowerment Workers, whose role is to support the involvement of young people in Borough Youth Council youth centre committees, Area Committees, Local Strategic Partnership, and any other decision-making forums, relevant to young people. It is also the role of these workers to ensure inclusion and cross borough representation of young people from different communities/cultures and provide the relevant training needed for these young people to actively participate in a confident and competent manner.

Provision For Black & Ethnic Minority Groups

124. Oldham Youth Service aims to offer and support access to a range of provision on local and borough wide levels to ethnic minority young people which is equal to their white peers. Therefore, Oldham Youth Service has youth units or youth work teams operating in all the major ethnic minority communities. These teams devise appropriate programmes of activities in response to identified needs and interests. In response to this work provision has been developed in a sensitive and appropriate manner, for example:

- Increased single gender provision to meet the needs of Asian young women.
- Opening times that reflect community wishes and avoid clashing with religious or cultural requirements.
- Provision offered that avoids tension with minority religious festivals and adjusted to cover Christmas periods instead.
- Re-scheduling of borough wide events that clash with Jumah prayers on Fridays.
- Consultation with local mosques to avoid/work around religious requirements/commitments of young people.

125. The Youth Service works closely with other partners and voluntary sector youth providers to extend opportunities available particularly to Asian young people on a local basis.

Accommodation & Outlets Used

126. The Youth Service operates from a variety of venues in order to engage as many young people as possible in the various programmes the Service has developed. Although certain venues are fixed due to geographical location, the Service has been creative in negotiating and targeting other venues suitable for the delivery of youth work, thus enabling creative partnership to flourish, including a fleet of 3 Mobile units.

127. The Service has 17 youth centres operating in premises owned by the local authority; widely spread across the Borough. Many of these centres are based within priority areas/wards. Each centre is staffed with full time workers, sessional workers and volunteers. The Service also operates three double decker mobile units. The activities and services offered at these centres vary depending on the needs of local young people. These activities and services may include;

- Open access provision.
- Single gender work.
- Workshop/training events.
- Formal training programmes
- Arts events.
- Informal education opportunities.
- Opportunities to meet Connexions Personal Advisors, Brook sexual health workers, Citizens Advice Bureaux , health 4 me worker.
- Sports and leisure opportunities.
- Organisation of trips and residentials.
- Organising fundraising events.
- Computer technology courses.
- Health projects.
- Drugs awareness projects.
- Homework/study support etc.

128. A number of youth centres also host a variety of community groups and lifelong learning courses/classes.

129. Other (non Council) venues that are used include;

- Pakistani Community Centre.
- Werneth and Freehold Community Project.
- Coppice Community Centre.
- Libraries.
- Schools.
- Gallery Oldham.
- Connexions First Stop Shop (town centre).
- Link Centre (specialising in work with people with disabilities)
- Various Lifelong Learning buildings.
- Church venues. – Beulah Baptist Church, Hollinwood.
- Sports Centres.

130. These venues are used due to the partnership work the Youth Service commits itself to, whilst enabling youth workers access to young people not currently utilising Local Authority owned Youth Centres.

131. The establishment of a borough wide detached team and the acquisition of 3 mobile units have greatly enhanced the Service's ability to reach young people not currently accessing Youth Service provision. Staff from individual youth centres also undertake detached and outreach work on a regular basis. It is estimated that 85% of Service provision is venue or unit based provision whilst 15% involves detached or outreach work. This figure will be changing with the growth of the detached team.

132. Oldham Youth Service aims its provision at meeting the varying needs of young people. This is reflected in the availability of services – during mornings, afternoons and evenings. A comprehensive range of opportunities and provision is also offered during weekends and school holiday periods.

Equality & Diversity

133. The Borough Council has clear expectations of the Youth Service to create and ensure equal opportunities for the following groups of people. It is acknowledged that some individuals can and do fall within more than one group at a time:

- Girls and young women
- Young people from ethnic minority communities
- Young people with disabilities
- Unemployed/unwaged young people
- Lesbian, gay, bisexual and trans-gender young people
- Young people not currently accessing services
- Young people under stress or in crisis
- Service staff

134. Oldham Youth Service strictly adheres to the Council's policies and guidelines on equal opportunities. All staff having a responsibility to ensure that these underpin all aspects of their work. The Assistant Head of Service for Finance and Resources has responsibility for leading on the implementation and monitoring of the Equality Standards for Local Government (ESLG) as they apply to the service.

136. A profile of the Service's work force profile at December 2005 in respect of gender, ethnicity, disability, management and youth work grades, full and sessional staff is as below. This information is based on voluntary completion of an ethnicity survey, with self-declaration and chosen categories:

Youth Service Staff Monitoring (December 2005)

	CMT	Admin & Support Staff	Full Time Youth Workers	Sessional Youth Workers	Totals
Number of staff	6	22	29	88	145
FTE	6	16.5	29	35	86.5
Male	2	5	11	53	71
Female	4	17	18	35	74
Unqualified Youth Worker	N/A	N/A	NIL	51	51
Locally Qualified Youth Worker	N/A	N/A	15	28	43
Nationally Qualified	5	N/A	17	5	28
Other Qualifications	Various	Various	Various	Various	
White	5	20	21	52	98
Black & Dual Heritage	1			7	8
Indian					
Bangladeshi				4	4
Pakistani			2	5	7
Undisclosed		2	6	20	28
Disabled				1	1

137. As previously mentioned the Youth Service holds regular information sessions “Opportunities Evenings” (advertised locally) whereby potential volunteers or paid workers can attend to gain a greater insight into the principles, concepts and practices that underpin youth work within Oldham. People are actively encouraged to become more involved in work with young people, both within the Service and the voluntary sector. This initiative has proved hugely successful in expanding our volunteer base and applications for sessional work. Oldham Youth Service is already a multi-cultural work force. **Oldham Youth Service strives to have a balanced work force that reflects the communities that reside within Oldham and furthermore, that each youth centre has a multi cultural staff team.**

138. As a result of the Disability Discrimination Act 2001 and the funding made available by DFES for Youth Services, the Service has made the following improvements. The majority of all youth centres have been physically improved to facilitate access. Hearing loops have been installed in all centres, training materials/resources are available for staff and young people, and specialist training has been delivered for youth workers and support staff at all levels.

139. The Youth Service is striving to ensure that all our centres and services are available to young people irrespective of disability. We do not believe that creating specialist centres or sessions is enough to be fully inclusive. We also believe in an integrated approach whereby we envisage all our provision will be fully accessible and staffed by workers confident and competent in working inclusively with young people who have disabilities.

140. Oldham Youth Service recognises this commitment will create a number of different challenges, including resource implications, but is determined however that our service will be available to **all** young people.

Quality And Staff Development

141. Oldham Youth Service has implemented the following policies and guidelines:

- Detached and outreach work.
- Child protection.
- Managing drugs related incidents.
- Residential events/off site activities.
- Data protection.
- Health and Safety.
- Risk assessment.

- Staff Development Policy
- Curriculum Development Policy
- Recruitment Policy.
- Induction Guidelines
- Training Policy.
- Quality Assurance Framework
- Staff handbook.

Internal Systems Used For Quality Assurance & Evaluation

142. Oldham Youth Service operates a robust system for quality assurance and evaluation at unit level. The unit teams use a standardised planning and evaluation pro-forma after each session is delivered. This enables both staff and young people to reflect upon and evaluate the effectiveness of the session delivered. The information gathered through this process is used in a number of different ways; to assess the quality of youth work delivered, the learning outcomes for the young people participating in the session/project and to identify developments and/or improvements. These evaluation forms also generate the information for monthly reports, which are produced for each area of involvement. These reports are monitored and assessed by the Assistant Head of Service for each division in relation to the quality and nature of youth work delivered, the benefits to young people and the number of young people involved. Young people are regularly involved in sessional/project planning and evaluation, which then allows unit teams to adjust plans in order to meet the needs of the young people more effectively.

143. The Assistant Head of Service with specialist responsibility for Quality Assurance is responsible for the co-ordination and implementation of a peer/self inspection process as part of the overall approach to ensuring quality within the Service. Workers at all levels of the Service, young people and community members will be trained (based on OFSTED standards for youth work) to assess the quality of youth work delivered and produce reports highlighting areas of good practice and recommendations for improvement/development. Involving workers at all levels, young people and the community in this inspection process will ensure that quality assurance issues are owned by all stakeholders.

144. To ensure the quality of Youth Service provision young people have been be involved in the internal inspections of youth provision alongside Youth Workers

The purpose of the Young People's Inspection Programme is to enable young people to have a greater say in shaping the provision available to them. Inspectors assess the quality of provision through observation and

evidence gathering from their own, users and staff perspectives. The Inspectors have a role to play in feeding information and recommendations back through reports and presentations.

This process contributes to measuring the standard and quality of youth work in Oldham in a structured and developmental way and to achieve consistency throughout the Service.

The framework that YPIP inspectors use is based upon the Youth Charter and cross-referenced with the Ofsted Inspection Criteria.

The YPIP inspections will form part of a larger quality assurance process including Unit Self Assessment, Unit Visits and additional inspection reports. Each Centre can expect to have at least one visit per year and, where required a re - visit. .

The inspection team prepare a feedback report for the staff at the Centre. An annual presentation will be given by the Inspection team/s at the appropriate Youth Advisory Sub group of the findings of their inspections within the area.

145. In addition, the Service conducts an annual Customer Satisfaction Survey, as well as a survey of non Service users. As part of the implementation of the European Foundation for Quality 'Business Excellence Model', and Investors In People Standard the Service also conducts a survey of staff perception. These enable the Service to evaluate its practice on all levels and devise the most appropriate strategies to ensure continuous improvement and quality assurance, from planning through to delivery and evaluation.

How Good Practice And Quality Issues Are Disseminated To Staff

146. Good practice and quality assurance issues are disseminated to all staff, paid and voluntary, through a number of different routes. These include;

- Regular supervision and ongoing appraisals with all staff.
- Unit team meetings
- Divisional team meetings.
- Full-time workers meetings.
- Full Service meetings.
- Central management team meetings
- Admin staff development meetings
- Minutes from all Service meetings distributed to all centres and units.
- Letters to individuals or teams in recognition of good practice.

- Feedback to all staff on issues arising through the Service Self-Assessment process.
- Chief Executive's briefing.
- Team briefings.

How The Service Uses The Ofsted Self Assessment Schedule

147. From its establishment in 2002, Oldham Youth Service recognised the value of using the OFSTED self-assessment schedule as an important evaluation tool in identifying both strengths and weaknesses in our youth work practice and service management, delivery and development. The Service introduced the use of the self-assessment schedule in 2003, and will be introducing the use of sections of the revised schedule within our internal inspection system. Each layer of youth work practitioners has had an opportunity to examine their practice against the standard set. This has included:

- The Central Management Team
- Full-time workers (cross Borough and divisionally based)
- Teams operating at unit level.

148. This is used as part of the annual review and planning cycle for the Service. The information generated through this process enables all workers to identify areas of strengths and develop appropriate strategies to address areas of strategic and operational weakness. Although all Service staff have a role to play, the Central Management Team and the lead officer for Quality Assurance take lead responsibility in monitoring the progress made in addressing Service weakness.

External Accreditation Of The Service

- Ofsted Inspection of Oldham Youth Service

- Ofsted Summary

149. Oldham Youth Service was inspected by Ofsted in June 2004. The overall judgement given was ..

“A good youth service which represents satisfactory value for money.”

“ The local authority provides good strategic direction for the youth service, and particularly with regard to inclusion and diversity. It is highly regarded for its work on community cohesion. Standards of achievement are good overall and targeted work is effective in raising attainment for young people with low confidence and poor self esteem. Youth work practice is very good and young people are consistently encouraged to become involved in service

planning and development. Youth workers are committed to their work and are highly motivated. Wide-ranging facilities and programmes are accessible to many young people and participation rates are increasing. Strong leadership is evident at all levels of the service and workers are well managed. Partnership working across the voluntary sector and statutory sector is good.” (Ofsted Report September 2004)

Areas of Strength

- Leadership And Management

“The Service has excellent leadership. It is evident at all levels of the service, with youth workers taking responsibility and acting with authority and flexibility.”

“It gives a strong lead on the principles of inclusion and diversity and the service is acknowledged as a key strategic partner in building community cohesion.”

“Resource levels are good and the service has been very successful in securing additional funds.”

“Partnership working is good with public sector bodies and the voluntary sector.”

“The cost effectiveness of the Service is clearly improving as levels of involvement rise.”

“Standards of Young people’s Achievements and the Quality of Youth Work Practice.”

“Youth work practice is very good and young people are consistently encouraged.”

“No unsatisfactory practice was observed.”

“Youth Workers were highly committed and enthusiastic about their work.”

“Through their involvement in decision making at club and project level young people quickly learn about personal and social responsibility.”

“Young people’s confidence and self-esteem is improved as a result of their involvement with the Service.”

“Young people demonstrate high levels of tolerance and mature responses to diversity and community cohesion.”

Quality Of Curriculum And Provision

“Youth work programmes operate from a wide range of settings and provide a good selection of activities based on young people’s interests and needs.”

“Levels of youth involvement has risen sharply this year, increasing from 16.3% IN 2002/2003 to 20.3% in 2003/2004 of the total 13-19 age group.”

“It is highly regarded for its work on community cohesion. It has been highly effective in establishing practice which confronts negative attitudes and values which openly supports the needs of young people from different ethnic backgrounds and cultures.”

“Staff deployment is designed to help break down barriers and build understanding and tolerance; all youth work plans and programmes are required to demonstrate their contribution to community cohesion.”

“The requirements of the Race Relations Amendment Act are fully met.”

“Many part-time youth workers have joined the service recently through a highly successful local recruitment campaign.”

(The above excerpts are taken from the Ofsted Report, published in Sep 2004.)

Investors In Excellence

150. As part of its commitment to maintaining and improving , in 2004, the Youth Service applied to be assessed against the European Foundation for Quality Management (EFQM) in November 2004. The service received the Investors In Excellence Award.

Key Strength Identified

“Clear objectives well understood & embraced by employees at all levels.”

“Enthusiastic & committed leadership team who interact regularly with employees, young people (customer) & other partners.”

“Very customer focused, young people regularly involved in decision making.”

“Employee training & development is vital and is carried out well through regular “supervision” and other activities.”

“Good communication channels.”

(The above excerpts were taken from the Investors In Excellence Report November 2004.)

Investors In People

151. Oldham Youth Service was re-assessed for and gained the Investors In People’ award in October 2005. The feedback from the assessor and in the final report was extremely positive and did not highlight any areas that needed further development or improvement. Representative cross sections of employees were interviewed including: Cleaner Caretakers, Volunteers, admin workers, part-time youth workers, full-time youth workers (level II and III) and senior managers in the Service. Particular strengths that were highlighted included:

“Induction was described as excellent by all staff. A recent package has been developed for all staff in the Service. This is a good model that would benefit the Department to spread organisation wide.”

“Equal opportunities in terms of development is very positive in this organisation. There is respect for administrative workers and cleaners in charge of centres equally with that for front line deliverers of service.”

“The grow your own culture is seen as being a big boost for staff, and evidence that there are opportunities for career progression in the Service. There were many people in the sample group who had been developed in their role or through promotion”.

“The focus and clarity of objectives of the organisation, and the effective way in which this is communicated give a sound basis for evaluation of performance.”

Quality Issues Addressed In 2005-2006 - Through The Transforming Youth Work Performance Improvement Fund (TYWPIF)

Key Objectives

- Support the involvement of local voluntary organisations in the identification and dissemination of good practice.

- Supporting the training and briefing of staff and volunteers in the sector on the change for children agenda.
- Capacity building across the sector covering both national voluntary organisation and local youth projects especially in terms of management development.
- Innovative youth work, particularly sustainable development.
- Support for the involvement of young people and practitioners in the recording of their work and its impact- particularly through reflection and documenting experience.
- Developing procedures and tools to record and accredit the outcomes from youth work.
- Establishing links to appropriate awarding bodies - this might include exploring the range of awards, registration and materials development.

Progress made

- Conference “What we do for young people in Oldham” organised by OCVYS planned for 18th March 2006
- 6 staff from the voluntary sector are currently attending training with accreditation
- 5 day Fusion residential project with Oldham Secondary Schools planned for February 2006
- Showcase of Oldham’s Young People - YPXL celebration “Young people Xcel” event planned 30th March 2006.
- Expansion of the Duke of Edinburgh Scheme across the Borough

Quality Improvement

152. There are a number of new or continued initiatives that the service intends to implement for 2005/6. These include:

- Embedding monitoring systems for Excellence in Business Model – European Foundation for Quality Management.
- Further develop systems for Customer Satisfaction, Staff and Non user Surveys
- Continued assessment of practice using OFSTED self-assessment schedule as part of the annual planning and review cycle.
- Development of peer/self inspection systems involving community staff and young people in inspection of provision.
- Charter Mark – Customer Service Excellence

Qualification And Accreditation Systems

Recognised by the service and numbers of nationally and locally qualified and unqualified full time and sessional staff at December 2005.

153. Oldham Youth Service has clear career progression routes available to community members, external applicants and existing Youth Service employees. These include:

Senior Member Training Course	A course available to young people ready to take more responsibility in unit based delivery. (16+)
Introduction to Youth Work Course for volunteers and community members and other professionals working with young people. (ONC Level 1)	An accredited course available to existing volunteers or community members and other professionals working with young people who wish to build up experience and knowledge of youth work practice, principles, methods and approaches. (19+)
Initial Youth Work Training Course (JNC Local Qualifying Course)	An accredited NVQ level II course offered to non-qualified volunteers and sessional workers in statutory, independent and voluntary sectors. (21+)
Diploma in Higher Education/Foundation Degree in Youth & Community Studies. Bachelor of Arts in Youth & Community Studies	Usually required for professional grade positions within the Service. However the Service has created a number of Senior Assistant Youth Worker posts that provide opportunities to secure full time posts whilst being supported to undertake JNC recognised professional qualifications.
Strategy & Leadership in Youth Services	Accredited course for youth service managers.

Involvement Of Young People In Staff Recruitment And Selection

154. *The Youth Service intends to train and involve young people in its recruitment and selection. This training must be aligned to the overall recruitment and selection process adopted by OMBC.*

Management And Staff Capacity Dedicated To Recruitment, Training And Staff Development

155. As part of empowering and developing our staff, workers are encouraged to be actively involved in the recruitment and selection of staff at all levels. This process in terms of quality assurance is facilitated by staff undertaking training and assessment that is offered through the Council's Central Training Team.

156. The Training Panel for the Youth Service is ultimately responsible for establishing the annual training programme matched against the objectives in the Service Plan in addition to needs identified through supervision and the appraisal process. Additionally, the panel and subsequent programme involves representatives from the voluntary youth, community and faith sectors.

Service Staff Development Policies And Programme

157. In addition to overarching Council and department policies and programmes, the Youth service has supplementary programmes and policies which build on the specialist nature of the Service. This enables workers to access both qualifying/accredited courses and non-qualifying courses that are relevant to their duties and roles.

158. The council has a common appraisal and Employee Development Scheme that enables workers, in conjunction with their line managers to identify development or training needs in line with their Job Descriptions and tasks contained in the Service Business Plan in addition to reflecting back on their performance over a six month period. The Service produces an annual training plan that aims to address the 'Common Themes' that arise from appraisal and supervision sessions. Other individual based training and development opportunities for staff are negotiated/developed through line managers.

Priorities In The Training Programme, Including New Training Or Development Opportunities

159. The Service has recently established a Training Panel consisting of workers operating at all levels of the Service and the voluntary sector. The training plan contains Service training priorities identified through the processes outlined above, these include:

- I.C.T.
- Child Protection (compulsory for all youth workers)

- Race and Cultural awareness (compulsory for all staff)
- Managing challenging behaviour (optional)
- First Aid (optional)
- Risk assessment
- Curriculum development workshops (optional)
- Introduction to Connexions (compulsory for youth workers)
- Understanding Connexions (Optional)
- Connexions Personal Advisor Diploma (optional)
- JNC level III Youth and Community Work qualifying programme (compulsory for unqualified youth workers)
- Introduction to Youth Work course (optional)
- Service Induction (compulsory for all new staff)
- Training The Trainers for anti-racism and cultural awareness courses (optional)
- Drugs awareness (compulsory for all youth workers)
- Detached Youth Work (optional)
- Open Access (optional)
- Specialist skills workshops
- Youth Base MIS
- Health & Safety
- Customer Care
- Health & Hygiene
- Hate Crime
- Recruitment & Selection
- COSHH
- Educational Visits I & II
- Finance
- NVA Assessor (A1)
- Various other optional courses offered each year by Life Long Learning or corporate training.

160. In 2005, the Service created fifteen full time Senior Assistant Youth Worker posts offering opportunities to obtain JNC national qualifications.

Plans For Joint Training With Connexions Staff

161. In addition to youth workers and personal advisors already training together on the Personal Advisor Diploma Course, The Service is currently involved in joint training initiatives with a number of statutory and voluntary organisations including Connexions. The multi-agency training panel will develop further joint training initiatives across both statutory, community voluntary and faith sectors. These initiatives will enable workers from different agencies/organisations to train collaboratively together around commonly

identified themes/issues. This will not only facilitate closer working relationships between workers across sectors and organisations, but will also maximise resources and opportunities for any staff working with young people.

Access For The Voluntary Community & Faith Sector To Local Authority Training Programmes

162. Young people and workers from the voluntary community and faith sectors regularly access Senior Member Training, Introduction to Youth Work and the level II Youth Work Training programmes. Again with the establishment of a multi agency training panel greater opportunities for joint training can be identified, planned and implemented.

Current Challenges In Recruitment, Training Or Qualification

163. Oldham Youth Service offered NVQ level 2 qualification course in line with new accreditation regulations.

164. Oldham Youth Service has, since its establishment experienced difficulties recruiting qualified workers to both full time and sessional youth worker posts. In response to this, the Service has a six year recruitment strategy, based on 'Growing Our Own'. In addition, we have created a number of full time trainee positions that have proved extremely popular and provide professional development opportunities for existing sessional workers.

165. The Service has introduced an ongoing programme to attract volunteer workers from local communities into the Service to great effect. These volunteers are encouraged and supported to undertake the level 2 qualifying Youth Work Training Course.

166. The Service regularly holds information sessions known as opportunity evenings advertised through the Local press. The information sessions allow community members to gain a greater understanding of youth work and are encouraged to explore becoming involved in youth work either as volunteers and/or paid workers either with the Service or within the Voluntary Sector.

Recruitment Strategy 2002-2006

167. Recruitment is a two way process, with 'selection' being applied by both the Youth Service as well as potential workers. The Youth Service needs to secure staff who will be able to contribute to the delivery of the Service and

the implementation and achievement of its business plan. For potential workers whether voluntary or paid, the work of the Service, its organisational culture, the working environments (both physical and structural) and opportunities for satisfaction and personal and professional development are often deciding factors which are based on perceptions.

168. This strategy has been developed with two main aims in mind.

To address the local and National shortage of qualified sessional and full time Youth and Community Workers.

As a contribution to Community Development in terms of capacity building.

Strand 1

169. This strand is aimed at people who are already qualified. It focuses on attracting people who are newly qualified; those seeking new jobs, as well as those who can be attracted to Oldham Youth Service for professional satisfaction or development reasons. In order to attract this group of people, it is essential that their perceptions of the Service and the Borough are positive. Within this strand, the Youth Service has two objectives:

170. The development of an attractive and comprehensive recruitment pack which includes information about Oldham Borough in addition to the Council and Youth Service. This will be sent out with application forms.

171. The development and organisation of recruitment presentations to final year Youth and Community students at local universities. Based on access to and support from the institutions or Students Unions, this could include: Huddersfield, Manchester, Manchester Metropolitan and Bradford Universities.

Strand 2

172. This strand is aimed at people who live within the Borough who are not qualified and/or have not previously been involved in Youth Work. In addition to contributing to addressing the local shortage of qualified full time and sessional youth workers, it also addresses the second main factor of community development and capacity building.

173. Strand 2 concentrates on providing planned and phased opportunities for:

- Active community citizenship for both young people and adults.
- Accredited training for both young people and adults.

- Progressive Youth and Community Work training in four stages (Senior member, Introduction, local qualification and National qualification).

174. The starting points for the strategy is to raise awareness amongst all age groups (16+) of the benefits and rewards of involvement in youth work. This is effected via two targeted approaches, one aimed at young people (16+) and the other aimed at adults (21+).

Young People

175. Senior Member Training (Accreditation to be obtained). The course is aimed at young people who are 16+ and who are already involved in the running of provision for young people. At least two courses will be run each year for a maximum of twenty young people on each course.

176. Young people who enrol on the courses will be encouraged to join the Oldham Millennium Volunteers Project. This offers the opportunity for national recognition for their work at two levels (after 100 hours and full award after 200 hours).

Adults

177. This element of the strategy was launched early in 2002. The Service is actively seeking to recruit adult volunteers. In addition to personal approaches to individuals, the Service will be advertising (in the local press) and running 'Information Evenings' three times a year. The programme for these sessions includes, an experiential introduction to some youth work methods and approaches; information on the nature and purpose of youth work; information on the range of work delivered by both the voluntary and statutory sectors; information on the qualifying training (which is at no cost to students); paid and volunteering opportunities in the Borough and surrounding areas and information on the role and function of the Statutory Youth Service. Potential volunteers are invited to make between one and six supported visits to a youth centre for a maximum of 40 minutes, in order to find out more and experience youth work being delivered at first hand. The absence of any need or requirement to make any commitment to visit or repeat visit is strongly emphasised (in order to ensure that this is not nor becomes a barrier to possible involvement in the early stages). When/if the individual is ready to make a commitment (after the sixth visit at the latest) they can apply to become a volunteer worker.

178. In addition, application workshops and support are offered to individuals. A relaxed yet formal selection and 'employment' process has been developed in order to ensure that:

- The Service is able to ‘select out’ individuals who may be unsuitable for youth work.
- Volunteers receive an enhanced CRB check.
- Volunteers are covered by the Council’s liability insurance in the same way as paid employees.
- Volunteers feel that their contributions are valued and contribute to the achievement of the Service Plan.

179. Once they are employed by the Service, volunteers in conjunction with their line managers are encouraged to consider completing whichever of the two accredited training programmes for adults is most appropriate. There is no compulsion to attend either of these courses. There is however a requirement to attend identified compulsory training for all youth workers e.g. Race & Cultural Awareness, Child Protection, Drugs Awareness, Customer Care, Service Induction.

180. Introduction to Youth Work Training (Accredited by Open College North West at Level 2). This course is a progression course for young people who have already completed the Senior Member Training course. The minimum age is 19+. It is also aimed at adults who have had little or no experience of work with young people, in addition to workers from other fields who want to learn about youth work and its methods and approaches.

181. Qualifying Training – Local Level (Accredited by NW Youth Work Regional Accreditation and Moderation Panel or ABC or ‘other’ at level 2). This course is the basic qualifying course for youth workers. The minimum starting age is 21 years. In order to undertake the course, participants need to be involved in the face-to-face delivery of youth work for a minimum of 6 hours a week throughout the course.

182. Adults who have extensive experience of work with young people in another field who are not qualified as youth workers can apply for sessional work on fixed term contracts linked to the successful completion of the initial training course.

Qualifying Training – National Level

183. NVQ Level 4, Youth & Community Studies (Accredited by Huddersfield University) is offered to experienced and appropriately qualified Youth Workers across the Service. The course will be for a duration of three years and includes study at Huddersfield University to Diploma level.

PARTNERSHIP WORK

75. Effective partnership work is central to the development and delivery of Youth Service Provision in Oldham. The Youth Service was one of the lead agencies in establishing the “Oldham Children’s and Young Peoples Alliance”

Oldham Children’s & Young Peoples Alliance

Vision

“An alliance of organisations working with children and young people in Oldham, which enhances provision for children and young people by supporting joint planning, co-ordination, and increases joint working and sharing of resources between organisations.”

Aim

77. To contribute to the development of the Borough and its communities by optimising and improving social, recreational and personal development opportunities and support services for children and young people up to the age of 25.

Objectives

- Cooperation with support for other organisations and workers, Co-ordination of provision in order to prevent duplication and create a shared sense of purpose.
- Working together to address gaps in provision.
- Contribute to produce an overall strategic approach to work with children and young people.
- To achieve recognition by relevant agencies as the umbrella group for operational work with children and young people in Oldham.
- Submission of funding bids and enabling support and partnership for bids submitted by partners.
- To campaign for improvements in services for children and young people in Oldham.
- Regional and National representation so that the voice of Oldham is heard.
- The coordination and provision of training opportunities for members.
- The organisation and running of shared events and celebrations.
- To share information and enable members to have easy access to information that they need.

Principles

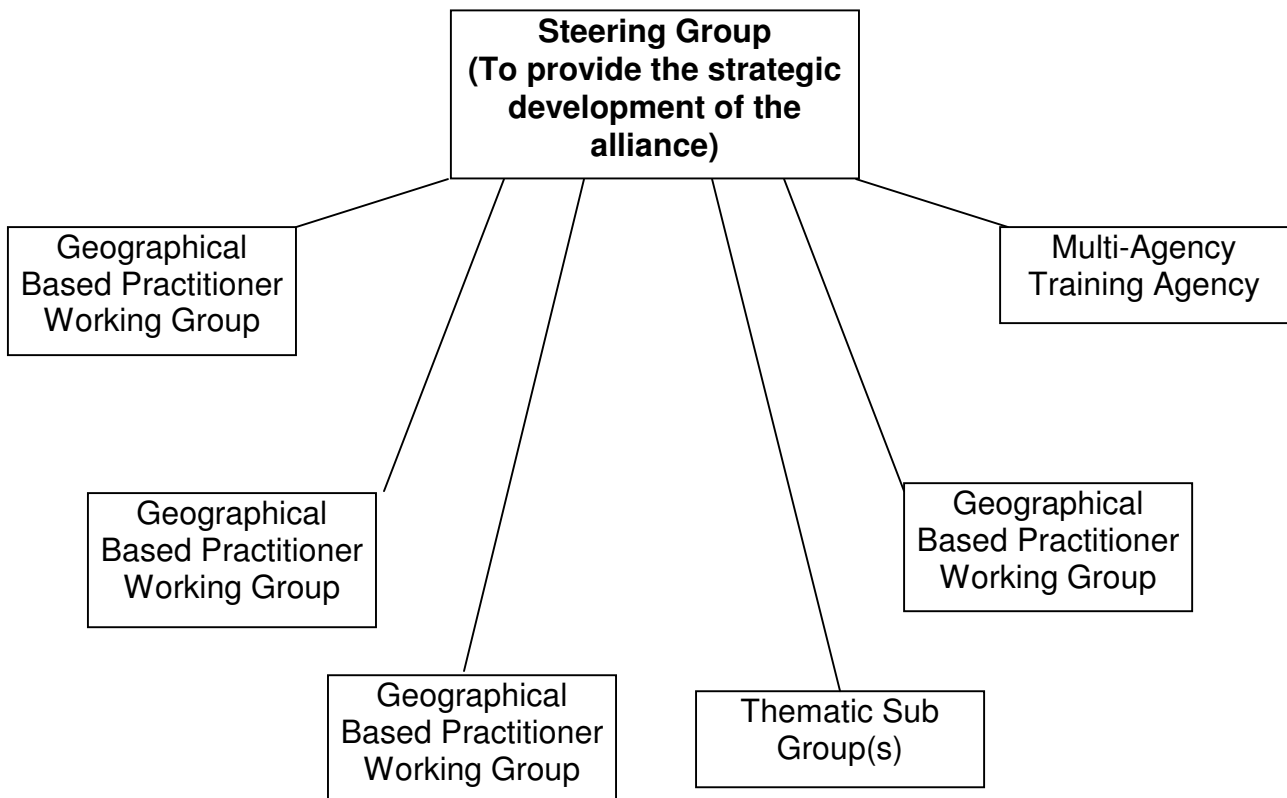
Equity of status and value, regardless of size, work undertaken or sector.
Inclusiveness; organisations or agencies working with and providing services for children and young people, can join the Alliance.

Partnership; shared and joint ownership to which members commit themselves. This needs to include recognition of contributions made by each partner's organisation.

Support; for the work of the other members in order to improve provision.

Structure; The alliance is made up of an executive Committee and Sub-groups and where appropriate thematic and locality groups

Structure Of Oldham Childrens & Young Peoples Alliance



78. The steering group for the Alliance provides the strategic co-ordination and decision making for the work of the Alliance and its development. In addition this group has managed to secure Neighbourhood Renewal Funding (NRF) funding to employ a development worker to enhance the work of this group.

79. Geographically defined sub groups have been established that provide an opportunity for workers in the field from different agencies to work collaboratively in order to: develop new initiatives for work with children and young people, share examples of good practice, improve relationships between agencies and organisations and co-ordinate provision in a more systematic way. These groups also look at the sharing of resources and discuss how provision can be better co-ordinated to avoid duplication, thereby offering a greater spread of opportunities on a continuous basis. These groups have proved to be particularly constructive in overcoming some of the misconceptions/tensions that have historically existed between organisations across sectors. In addition, a multi-agency training group has been established. Its focus is on co-ordinating commonly identified training opportunities across sectors again to facilitate joint working, the sharing of expertise and resources and avoiding unnecessary duplication.

80. The Childrens and Young Peoples Alliance also provides an important platform for consulting and negotiating on policies or project developments.

Local Authority/Voluntary Sector Compact

81. "Connecting Oldham" is a development of OMBC's voluntary sector strategy which is the framework to this document and lays down many of the guiding principles which have underpinned work between the Council and Oldham's Voluntary Sector since 1995. The Oldham Framework strategy for 1999-2000 committed both the Council and other partners within the Oldham partnership to creating confident community organisations and to developing and promoting Active Citizenship. The creation of a partnership agreement was seen within the strategy as an important step in developing the sustainable and accountable partnerships, which will support this objective. This agreement was widely consulted on throughout the voluntary and community sectors and statutory and other partners. It is hoped that further joint work will enable codes of practice to be developed within this agreement's framework covering such issues as funding; management and accountability; the role of the voluntary and community groups in the development of policy and practice; consultation and volunteering.

82. The key principles within the 'Connecting Oldham' document are:

- A shared commitment to improving the quality of life for people in Oldham.
- Maintaining and developing an independent and diverse community and voluntary sector are fundamental to the well being of a democratic society.
- Successful partnership will be on equal rights and responsibilities, mutual respect, recognition of difference as well as similarity of purpose.
- All partners are committed to equality of opportunity for all people regardless of race, age, disability, gender, sexual orientation or religion.
- A commitment to encourage the inclusion of new and marginalized groups and those with distinctive needs as well as established groups.
- The voluntary sector has a responsibility and entitlement to campaign as independent voices and to act as advocates, within the law.
- All partners are accountable for their actions. Common throughout is the need for integrity, objectivity, openness, honesty and leadership. This can be achieved through appropriate management within all groups/organisations.
- It is recognised that statutory partners have a significant role as funders to some voluntary groups and that this is an important element of relationships.
- Recognition that diversity of funding sources is a better guarantee of the continued independence of the voluntary sector.
- There is added value in working towards common aims and objectives.
- Encouraging communications and co-operation between all levels of the voluntary and public sectors will make partnership more effective and better meet the needs of people in Oldham.
- All partners recognise the need to develop high quality services, which provide good value for money in an effective and efficient manner.

83. Oldham Youth Service fully embraces these key principles and has made good progress in embedding these within our strategic and operational practise.

Partnership With The Connexions Service

84. From 2002 to March 2006, the Connexions service in Oldham has been a part of Connexions Greater Manchester and delivered through a sub-contract with Positive Steps Oldham (PSO).

From April 2006, Connexions ceases to be the responsibility of Connexions Greater Manchester and becomes that of Oldham MBC under the auspices of the Children's Services Department.

85. Oldham MBC continues to nominate Positive Steps Oldham as the preferred sub-contract holder for the Connexions Service in Oldham. PSO is a Company limited by guarantee with charitable status with over 70 members. The membership reflects local interests and includes the Council, Schools, Colleges, training providers, employers and voluntary and Community Organisations.

86. The board of directors, comprises of 16, and is currently determined by the Company Memorandum and Articles of Association to represent the stakeholders and interests in a careers service and Education Business Link Company.

87. Oldham established its Local Management Committee (LMC) on 27th February 2002. The LMC currently comprises of the following people:

Mr Andrew Kilburn	Chief Executive, Oldham MBC (Chair)
Mr Tariq Amin	Director Oldham Chamber of Commerce
Ms Kath Thomas	Principal, The Oldham College
Ms Kay French	Strategic Manager, Oldham Drugs and Alcohol Action Team.
Chf. Insp. Eric Fegan	Greater Manchester Police
Mr Hugh Broadbent	Chief Executive, First Choice Homes Oldham
Ms Pam Griffin	Head of Service Oldham MBC Youth Service
Cllr Dave Hibbert	Oldham MBC
Cllr Kay Knox	Oldham MBC
Cllr Shoab Akhtar	Oldham MBC
Cllr S Dean	Oldham MBC
Cllr Hugh McDonald	Executive Member Oldham MBC (Lifelong Learning & Culture)
Ms Chris Heaton	District Manager Employment Service
Penny Sharland	Head of Service, Oldham Youth Offending Service
Mr Roy McHugh	Chair, Oldham Training Providers Association.
Ms Veronica Jackson	Assistant Director, Oldham MBC Social Service
Ms Shauna Dixon	Oldham Primary Care Trust
Mr Charles Shaw	Co-ordinator, Oldham Council for Voluntary Youth Services
Mr Owen Boxx	Greater Manchester Connexions Partnership
Ms Lesley Barnes	Greater Manchester Learning and Skills Council
Ms Patricia Lyons	Oldham Education, Business & Guidance Services

Youth Service Contribution To Connexions

88. All of the work undertaken and delivered by the Youth Service with young people between 13-19 years of age falls within the Connexions Strategy. In addition, the Youth Service contributes to the provision of a Connexions Service on a number of different levels:

Several Level II and Level III youth workers have undertaken the Personal Advisor Diploma training.

- All sessional youth workers will complete the “Introduction to Connexions” course as a minimum.
- Development of Open Access provision in all youth centres on at least four evenings a week, extending to four sessions a week subject to available funding.
- Throughout the Service, units offer broad based personal development opportunities for PAs to refer young people onto.
- One-to-one support information and guidance is offered by youth workers to young people to compliment the work of the personal advisors.
- Youth workers and personal advisors work closely to identify and support young people’s involvement in holiday provision.
- Youth Service has lead responsibility to establish a Borough Youth Council, in addition to organising Youth Conferences, and supporting young people.

89. All full-time youth workers are linked to a named personal advisor to refer young people to, whilst developing the most appropriate package of support, which is jointly negotiated.

Other Significant Partnerships

90. The Youth Service works closely with a broad range of organisations and agencies, both with regard to joint planning and delivery. The Service is represented on over 50 standing groups within the Borough, these include:

- Children and Young People’s Strategic Partnership
- Glodwick Youth Space Management Committee
- Drug and Alcohol Implementation Group
- Drug and Alcohol Young People’s Strategy Group
- Drug and Alcohol Criminal Intervention Group
- Connexions Local Management Committee

- Criminal Justice Sub Group (includes work of the Youth Offending Team, Youth Inclusion projects and Intensive Supervision and Surveillance Team)
- Crime and Disorder Racist Incidents Task Force
- Oldham Police – Youths Causing Annoyance Working Group
- Children’s Modernisation Team (includes work funded by the Children’s Fund and On Track Project, in addition to Social Services and Early Years)
- Teenage Pregnancy Advisory Group
- Greater Manchester Police Authority Hate Crime Working Group
- Local Learning Partnership Foundation Working Group (14-19 education)
- Citizenship Project Steering Group
- Kickstart Board
- Terence O’Grady Club
- St Mary’s Estate Partnership Group
- Coldhurst Development Group
- Glodwick SRB
- Werneth Childrens and Young Peoples Alliance
- Fittonhill & Hathershaw Youth Alliance
- New Hathershaw Youth & Community Centre Steering Group
- Westwood Youth & Police Action Group
- Xpress Mobile Unit Advisory Group
- Hollinwood Childrens and Young Peoples Alliance
- Pride Project – Werneth & Hollinwood Ward
- Healthy Living Centre Steering Group
- Millennium Volunteers partnership
- Brook Advisory Steering Group
- Off The Record Management Group
- Off The Record Advisory Group
- Children’s Society Steering Group
- Community Strategy Implementation Group
- Community Cohesion Working Group
- Manchester University Youth and Community Course Board
- Huddersfield University Y&C Course Learning Pathway Group

91. The Service currently has contracts or service level agreements with:

- Off the Record (counselling service for young people)
- Learning and Skills Council (E2E & pre E2E)
- Brook Advisory Service (health counselling and Out In Oldham)
- Secondary Schools’ Learning Support Units (personal development programmes)
- OMBC (pupil referral unit)

- Connexions – Positive Steps Oldham (PAYP)
- Pupil Support Centre (PRU)
- Hathershaw Technical College (STRIDE)
- The Radclyffe School (STRIDE)
- Kaskenmoor School (STRIDE)
- St Augustines School (STRIDE)
- Groundwork Oldham & Rochdale
- UK Youth Parliament
- Oldham College (RADYO)

VOLUNTARY SECTOR

Involvement In Planning Process

92. Oldham Youth Service is committed to consulting and involving voluntary sector organisations in its formal planning process. In particular Oldham Council for Voluntary Youth Services and Voluntary Action Oldham (both umbrella organisations representing the voluntary sector) have been involved in establishing the strategic objectives for work with young people in the Borough. Oldham Youth Service wishes to expand the level of opportunities for stakeholders to contribute to the Youth Service Plan for 2005-2006. Therefore the following organisations have been consulted on strategic objectives for the Service in addition to contributing their ideas, views and opinions in relation to key delivery objectives.

Organisations/agencies consulted include:

The following organisations will be consulted:

- Oldham Childrens and Young Peoples Alliance
- OCVYS
- Drug Action Team
- Youth Offending Team
- Connexions Service
- Teenage Pregnancy Co-ordinator
- Young People's Drugs Services (OASIS)
- All Heads of Services within the Inclusion Group of the Education and Cultural Services Department.

93. The draft Youth Service Plan for 2005–2006 will be widely circulated for final comments and suggestions for improvements.

Support given to Voluntary Youth Organisations in 2003 – 2005

94. The following organisations have received support from the Youth Service either through grants, contacts, joint working or support in kind.

- Off The Record Counselling Service for Young People.
- Groundwork Trust
- Youth Clubs UK
- Millennium Volunteers
- ODACA – Volunteer Shop
- Coppice Community Centre
- Brook – Sexual Health Project
- Pakistani Community Centre
- Werneth and Freehold Community Project
- Derker Residents Association
- Key-to-the-Door Project
- Kickstart Project
- Oldham Bangladeshi Youth Association
- Terence O’Grady Club
- PHAB
- Oldham Dyslexia Group
- Connexions
- Oldham Girl Guides
- Failsworth Sea Cadets
- Oldham Young Carers
- YIP
- Delph & Stoneleigh Rangers
- NDC
- YOT
- Princes Trust/Groundwork
- Sports Development
- Library Service

95. Many of the organisations mentioned above have received support in kind. This has involved use of premises, youth worker support and support with funding applications. In addition voluntary sector organisations have received funding through the Council’s Main Grants Programme.

96. The Youth Service has also supported staff from voluntary sector organisations undertaking training at no cost for internal training and 50% cost for external training.

97. Transforming Youth Work Performance Improvement Fund (TWYPIF) monies have been allocated to OCVYS to support the involvement of local voluntary organisations in the identification and dissemination of good practice also to support the training and briefing of staff and volunteers in the sector on the Change For Children Agenda.

Examples of Innovation, Co-operation or Joint Initiatives

98. There are numerous examples that could be included within this section. The following examples have been included to indicate the level of co-operation and joint working that exists within Oldham.

99. Pride Project - Werneth and Freehold Community, Coppice Community Centre, St. Thomas Church and the Youth Service have formed a partnership to maximise the funding opportunities available through SRB6 to benefit the work with young people.

101. Three Mobile units 'The Buzz', The Chill Inn and The Xpress allow youth workers to identify and engage with young people not currently accessing Youth Service provision. They enable Youth Workers from the varying agencies to target particular areas in the SRB6, NDC, and the most deprived wards across Oldham where there is no venue/centre to operate from. Both voluntary and statutory organisations have developed joint working patterns to maximise the usage of these mobile units'. We have successfully secured funding to continue this project for a further 2 years.

102. World Aids day interagency approach to raising awareness of the issues surrounding Aids and HIV was undertaken with Brook and the Youth Service in December 2005. This innovative approach utilised the capacity of the mobile units in Oldham Town Centre throughout the day offering information and advice to young people. Over 100 young people visited the events.

103. Oldham Youth Service has established an ACE project with Royton and Crompton school for targeted pupils through year 10 and 11. This project provides an effective alternative educational programme for young people, that is complementary to formal education received at school.

104. Video Conferencing - Oldham Youth service has been one of 11 successful organisations that won a place on the innovative Youth Now Video Conferencing Partnership organised by the Northwest Regional Assembly with the support of funding from the Northwest Development Agency in 2005 the project enabled young people from Oldham and across the North West region to come face to face with Government Ministers in Westminster and

even In Brussels. Although the Youth Now Project Came to An end in 2005 the partnership organisations have decided to continue with the project. Using Video Conferencing this way has enabled young people to develop knowledge of political and democratic processes as well as enabling young people actively engage with Key decision makers in the country.

Plans For New Work With The Voluntary Sector

103. The Youth Service is continuously exploring opportunities to enhance its work with voluntary sector organisation. For 2005-2006 new initiatives that have already been planned are:

- Secured additional funding for mobile units
- Submit a bid for enhanced provision in Fittonhill and Hathershaw
- Sexual health information sessions in mobile units and youth centres with Brook Advisory agency and PCT
- Joint residential activities
- Continued partnership work through the Community Safety Unit
- Continued support for Methodist Youth Centre in Uppermill
- Sk8 project Uppermill
- Clarksfield Partnership youth provision
- Parks & Open Spaces Projects

Youth Service Delivery Plan 2006 –2007

Service Plans – Inclusion Group

Youth Service Section

1.1 Introduction

The Youth service has five main principles that underpin all of the work delivered:

- Education
- Participation/Empowerment
- Equity
- Community Cohesion
- Fun

1.2 Mission Statement

The Mission statement of the Youth Service Section is:

To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.

1.3 Purpose & Strategic Objectives

The Youth Service has adopted its strategic objectives from within those for young people contained within the Oldham Community Strategy developed by the Local Strategic Partnership:

The formation of creative partnerships between organisations that work with young people, which enhance co-operation and develop a spirit of mutual support and respect across agencies, both in the voluntary and statutory sectors.

To develop joint approaches to work with young people through effective partnerships which will enhance the delivery and development of services to young people.

To increase the range of leisure time opportunities, facilities and services available to young people.

To continually develop accessible information systems which capitalise on current youth communication culture on an ongoing basis.

1.4 Key Tasks

Within these strategic objectives, the Youth Service's key tasks are:

To provide a broad ranging service that meets the needs of individuals and groups that includes:

- Access to warm and welcoming centres which are young people focussed
- Targeted responses based on identified need
- Detached and outreach work
- Specialist provision
- Issue based work
- Support to maximise educational achievement and the achievement of individual potential
- Accredited learning
- Individual support and guidance
- To work in partnership with other statutory and voluntary and faith agencies who are involved in work with young people.
- To work in support of Oldham Council for Voluntary Youth Services and Voluntary Action Oldham as voluntary sector umbrella organisations, in securing funding to enhance their functioning.
- As a lead partner, to contribute to the delivery and development of the Connexions Service and the Connexions Strategy in Oldham.
- To work with young people in order to empower them with particular regard to their involvement in decisions that affect their lives and their role as citizens within communities and the Borough.
- To advocate on behalf of and work with young people in order to overcome barriers to their inclusion and access to services and opportunities

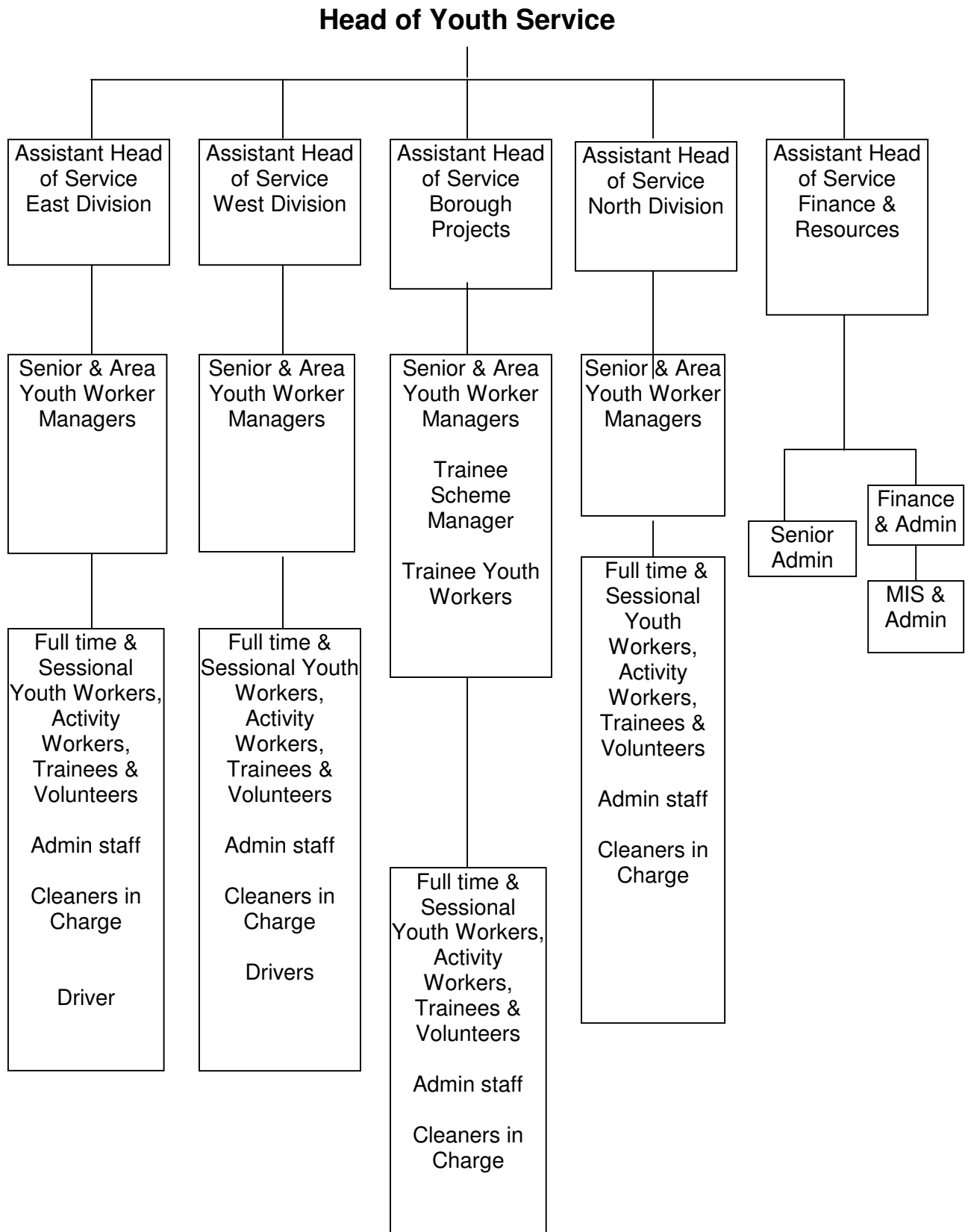
2.1 Contribution to Plans

The Youth Service Section of the Department contributes to the following statutory corporate or local plans:

Plan	Date
Corporate Plan	2005 - 2008
Corporate equalities Plan	2005 - 2008
Crime and Disorder Strategy	2006 - 2007
Education Development Plan	2003 - 2008
Education and Culture strategic Plan	2005 - 2008
Connexions Service Delivery Plan	2005 - 2006
Youth Justice Plan	2003 - 2005
Drug and Alcohol Strategy	2005 - 2006
Teenage Pregnancy Strategy	2005 - 2006
Lifelong Learning Plan	2005 - 2006
Inclusion Group Plan	2005 - 2006
Corporate Governance Inspection Action Plan	2005 - 2006
Community strategy – Planning for sustainable Communities	2005 - 2020

Structure of the Youth Service Section

2.2 The Youth Service Section is managed by the Head of Youth Service



2.3 Main Service Budgets 2005-2006

The budget of the Service is made up as follows:

Budget area	Expenditure	Income target	Net cost of Service
Employee Related Expenses (inc Superannuation, insurances and national insurance)	£1,454,520		
Premises Related Expenses (including Insurance, Repairs & Maintenance and Asset rental)	£207,770		
Training	£34,980		
Other resources (Including transport, computer acquisition & maintenance and education materials & equipment)	£102,450		
Other recoveries of costs		-£4,530	
Lettings of Rooms		-£21,000	
Total	£1,817,720	- £25,530	£1,792,190

2.4 Key Internal and External Influences

Political

- Party make up of Council
- National shortage of full time and sessional youth workers
- Increased emphasis on partnership working
- National and Local Lifelong Learning Agendas
- Social Inclusion Agenda
- Impact of Independent Review (Ritchie)
- Short term and ring fenced external funding
- Impact of Corporate Governance Inspection and Comprehensive Performance Assessment

The Youth service will increase and improve its partnership working with the voluntary, statutory and faith sectors. Recruitment of volunteers and progression training is being prioritised and has been positively addressed with the implementation of a 3-6 year recruitment strategy.

In particular, the Service has taking a proactive role in the development of the Oldham Childrens and Young Peoples Alliance and its establishment as a co-ordinating body for all work with young people.

Economic

Increased Service reliance on external funding
High levels of youth unemployment
Increased targeting of Government funding

The Youth Service will continue to bid for external funding to extend and enhance the delivery of work with young people. This will be further extended to include increased involvement in joint bids with partner agencies. The Youth Service and its staff will continue to advocate on behalf of young people with regard to employment/unemployment issues.

Socio-cultural

Increased expectations and demands of communities on Youth Service
Inter community conflict within the Borough
Cultural divisions within the Borough

The Youth Service will increase and extend its work on addressing community conflict and cultural prejudice, both directly with young people and also with adults. The Service will increase the availability of information to the

public, in order to raise awareness of Service role and function, as well as current and planned work.

Technological

E. Government

The Youth Service will seek to improve its capability to utilise ITC in order to enhance and support Service delivery and function. It will implement a new national computer based database of information on work delivered, young people engaging with the Service and staff involvement.

2.5 Performance Indicators and Perception Measures

Performance Indicator Table

Performance Indicator number	BVPI 33
Description of indicators	Youth Service expenditure per head of population in the target age range (13-19)
Comparator or Government target	£73.58
Estimated performance 2002/03	£113.88
Target 2002/03	£113.88
Target 2003/04	£115.00
Actual 2004/05	£107.00

1. Public satisfaction with outcome of queries to the Service.
2. Young people are satisfied with the service available to them.
3. Elected members and senior officers are aware of the role and function of the Youth Service.
4. Service staff understand the importance of their contributions to Service operations and decision making.
5. The voluntary sector perceive the Borough Youth Service as supportive of their work.
6. Volunteers and paid staff feel valued and supported to develop and progress within their work roles.
7. Young people are aware of the accredited learning opportunities available to them.

OLDHAM YOUTH SERVICE DELIVERY PLAN 2006 – 2007

Every Child Matters Outcomes:		Achieve economic well-being. Enjoy and achieve.					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence.					
Other Linked Plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Cultural Strategy, Community Strategy.					
Departmental Plan Objective:		Promoting good relations and community cohesion					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the Service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
All new policies are assessed to ensure compliance with the ESLG	AHoS Finance & Resources		Core Budget		All policies comply	Mar 07	Who: HoS When: Quarterly How: Supervision
Service information and publicity are disseminated to other agencies	AHoS Finance & Resources	Schools, Connexions, CSU, Police, YOS, ECS, Elected Members, Voluntary Sector	Core Budget		Standard information updated and distributed bi-monthly	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Enjoy and achieve.					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence.					
Other Linked Plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Cultural Strategy, Community Strategy.					
Departmental Plan Objective:		Promoting good relations and community cohesion					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the Service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
All complaints are monitored in relation to the ESLG	AHoS Finance & Resources		Core Budget		Quarterly reports produced	Mar 07	Who: HoS When: Quarterly How: Supervision
Maintain Monitoring systems for all Service staff	AHoS Finance & Resources	AHoS	Core Budget		Monitoring reports produced for ESLG	Mar 07	Who: HoS When: Quarterly How: Supervision
To maintain the Service website with appropriate links to other sites	AHoS West	ECS IT Central IT	Core Budget		Website updated quarterly	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Enjoy and achieve.					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence.					
Other Linked Plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Cultural Strategy, Community Strategy.					
Departmental Plan Objective:		Promoting good relations and community cohesion					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the Service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To ensure Service delivery takes account of gender, race, disability, sexuality, religion /belief and age.	AHoS	Voluntary Sector Youth Work Managers	Core Budget, External Funding		To identify needs within each locality To establish provision to meet identified needs	Apr 06 Jun 06	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:	Achieve economic well-being, Enjoy & achieve						
Corporate Plan Objective:	Community Cohesion. An improved Council striving for excellence.						
Other Linked Plans:	Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Community Cohesion Strategy.						
Departmental Plan Objective:	Striving for continuous improvement, promoting good relations and community cohesion.						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Development 06/07)	To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the service.						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
Identify and implement a Management Information System.	AHoS Finance & Resources	AHoS Youth Work Managers	Core Budget	System for training for any new staff	Data input on a monthly basis. Monthly reports produced	Mar 07	Who: HoS When: Quarterly How: Supervision
Establish a young persons membership card system	HOS	Youth Work Managers	External Funding	Software and hardware training	All young people involved in out of school provision have membership cards.	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:	Achieve economic well-being, Enjoy & achieve						
Corporate Plan Objective:	Community Cohesion. An improved Council striving for excellence.						
Other Linked Plans:	Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Community Cohesion Strategy.						
Departmental Plan Objective:	Striving for continuous improvement, promoting good relations and community cohesion.						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Development 06/07)	To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the service.						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
Service to be assessed against ESLG to ascertain level against each standard	AHoS Finance & Resources		Core Budget		Minimum of level 4 achieved for each standard	Jan 07	Who: HoS When: Quarterly How: Supervision
Develop a young persons website with appropriate links to other sites	AHoS West	ECS IT, Central IT, Schools, Area Committee Managers	Core Budget, External Funding		Website established and updated quarterly	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:	Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and Be healthy.						
Corporate Plan Objective:	Community Cohesion. Realising the potential of children, young people and families.						
Other Linked Plans:	Crime and Disorder Strategy, Community Strategy.						
Departmental Plan Objective:	Raising achievement and aspirations for all						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Core)	To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
NVQ Level 2 Youth and Community qualifying course to be offered to staff from all organisations working with young people	AHoS Borough Projects	AHoS Lifelong Learning Service Voluntary Sector Youth work Managers	Core Budget, LSC, Lifelong Learning Service	City & Guilds assessor and Verifier training	At least one course organised, minimum of 20 staff achieving NVQ level 2	Mar 07	Who: HoS When: Monthly How: Supervision
Sessional and full time Youth & Community Staff undertaking level 4 qualifying training to be supported throughout their courses.	AHoS Borough Projects	AHoS, Youth work Managers Universities	Core Budget, External Funding		All participants successfully complete the year	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:	Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and Be healthy.						
Corporate Plan Objective:	Community Cohesion. Realising the potential of children, young people and families.						
Other Linked Plans:	Crime and Disorder Strategy, Community Strategy.						
Departmental Plan Objective:	Raising achievement and aspirations for all						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Core)	To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
Programme of additional youth work training offered to staff from all organisations working with young people	AHoS Borough Projects	AH'soS, Connexions, Education Welfare, Voluntary Sector, Youth Work Managers	Core Budget		All courses delivered with a minimum of 12 participants	Mar 07	Who: HoS When: Quarterly How: SUPERVISION
All staff to complete additional compulsory training relevant to their job roles	AHoS Borough Projects	AHoS, Connexions, Oasis, Education Welfare Service Youth Work Managers	Core Budget		All staff have completed compulsory training within 12 months of their start date.	On going	Who: AHoS When: Quarterly How: Staff Supervision, Training Attendance, Monthly Report

Every Child Matters Outcomes:	Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and Be healthy.						
Corporate Plan Objective:	Community Cohesion. Realising the potential of children, young people and families.						
Other Linked Plans:	Crime and Disorder Strategy, Community Strategy.						
Departmental Plan Objective:	Raising achievement and aspirations for all						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Core)	To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
Introduction to Youth Work course to be offered to staff from all organisations working with young people	AHoS Borough Projects	Youth Work Managers, Connexions, Voluntary Sector	Core Budget		At least one course to have run with a minimum of 12 participants	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a Positive Contribution. Enjoy and achieve. Stay Safe and Be Healthy.					
Corporate Plan Objective:		Realising the potential of children, young people and families. Community Cohesion.					
Other linked plans:		Crime and Disorder Strategy, Community Cohesion Strategy.					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development 06/07)		To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
Induction course booklet externally accredited	AHoS Borough Projects	AHoS, Youth work Managers	Core Budget		Induction course booklet externally accredited	Mar 07	Who: HoS When: Quarterly How: Supervision
Training & approved scheme developed for adventurous activities including DofE expedition work in compliance with Adventurous Activity Licensing Authority.	HoS		Core Budget	Scheme training for EVCS.	Scheme is implemented	Sep 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy.					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence.					
Other linked plans:		Community Strategy.					
Departmental Plan Objective:		Customer engagement and satisfaction, striving for continuous improvement					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To assure quality of provision and achievement of Best Value.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/Pls	Time scale	Monitoring & Evaluation
Customer satisfaction survey conducted	AHoS Finance & Resources	Young people, Youth Work Managers	Core budget, Optical data reading	ICT training for admin staff	Survey conducted, analysed and report produced	STET	Who: HoS When: Sep/Dec How: Supervision
Non User survey conducted	AHoS Finance & Resources	Young People, Youth Work Managers	Core budget, Optical data reading	ICT training for admin staff	Survey conducted, analysed and report produced	Jan 07	Who: HoS When: Sep/Dec How: Supervision
Staff survey conducted	AHo S Finance & Resources	Service staff	Core budget, Optical data reading	ICT training for admin staff	Survey conducted, analysed and report produced	Dec 06	Who: HoS When: Sep/Dec How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy.					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence.					
Other linked plans:		Community Strategy.					
Departmental Plan Objective:		Customer engagement and satisfaction, striving for continuous improvement					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To assure quality of provision and achievement of Best Value.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/Pls	Time scale	Monitoring & Evaluation
Develop and implement marketing initiatives for the Service	AHoS West	Service Staff, Young People	ICT Package	ICT training for admin staff and youth workers to produce marketing materials	Annual report produced and disseminated	Sep 06	Who: HoS When: July/Sep How: Supervision
					Young People's Celebration Event held	Mar 07	Who: HoS When: Jun/Aug/Oct How: Supervision
To conduct Annual Self Assessment based on OFSTED framework.	AHoS Finance & Resources				All areas to have completed self assessment.	Nov 06	Who: HoS When: Oct/Nov How: Supervision
					All divisions to have produced self assessment reports.	Feb 07	Who: HoS When: Oct/Nov How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy.					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence.					
Other linked plans:		Community Strategy.					
Departmental Plan Objective:		Customer engagement and satisfaction, striving for continuous improvement					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To assure quality of provision and achievement of Best Value.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/Pls	Time scale	Monitoring & Evaluation
To conduct Annual Investors In Excellence Self Assessment and External re Inspection	AHoS East				Self Assessment report completed. Service reassessed	Aug 06 Mar 07	Who: HoS When: Jun/Aug How: Supervision
To maintain an internal Young Peoples inspection system for the Service	AHoS East	AHoS, Youth Work Managers, Young People	Core Budget	Training in system for staff & young people.	All Youth Centres inspected and reports produced.	On going	Who: AHoS East When: Quarterly How: Supervision
Investors In People	AHoS Finance & Resources	AHoS	Core Budget		Investors in People status maintained	Mar 07	Who: HoS When: At Assessment How: Successful re assessment

Every Child Matters Outcomes:	Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy.						
Corporate Plan Objective:	Community Cohesion. An improving Council striving for excellence.						
Other linked plans:	Community Strategy.						
Departmental Plan Objective:	Customer engagement and satisfaction, striving for continuous improvement						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Core)	To assure quality of provision and achievement of Best Value.						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To benchmark the Service against statistical neighbours	AHoS East	AHoS	Core Budget		Statistical neighbours identified and KPIs benchmarked	Mar 07	Who: HoS When: At Assessment How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution, Enjoy and achieve. Stay safe and be healthy					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence. Realising the potential of children, young people and families.					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy.					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To maintain partnerships with a range of agencies	HoS	CSU, YOS Oasis, DAAT, Connexions, Teenage Pregnancy Co- ordinator, Schools, Social Services, OCVYS, Area Committees, Police, PCT, Brook, Kickstart, Off the Record, Area Managers, Housing Access Section	Core Budget		Service representative on all managing / Multi agency groups	Mar 07	Who: HoS When: Monthly How: Supervision

Every Child Matters Outcomes:	Achieve economic well-being. Make a positive contribution, Enjoy and achieve. Stay safe and be healthy						
Corporate Plan Objective:	Community Cohesion. An improving Council striving for excellence. Realising the potential of children, young people and families.						
Other linked plans:	Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy.						
Departmental Plan Objective:	Raising achievement and aspirations for all						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Core)	To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To refer young people to specialist support agencies	AHoS Youth Work Managers	Oasis, Brook, Off the Record, Connexions, YOS, Reflections	Core Budget		Young people referred to OASIS, Connexions, Brook, Off the Record & Reflections when appropriate	Mar 07	Who: HoS When: Quarterly How: Supervision & Referral Records

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution, Enjoy and achieve. Stay safe and be healthy					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence. Realising the potential of children, young people and families.					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy.					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To contribute to the Development of the Teenage Pregnancy Strategy	AHoS East	AHoS, Youth Work Managers Teenage Pregnancy Co-ordinator	Core Budget, Teenage Pregnancy Board		To deliver targeted work within all youth centres. Minimum of one specialised young peoples clinic held in each division	Mar 07 Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution, Enjoy and achieve. Stay safe and be healthy					
Corporate Plan Objective:		Community Cohesion. An improving Council striving for excellence. Realising the potential of children, young people and families.					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy.					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To work in partnership to provide access to counselling and advice to Young People	AHoS Borough Projects	Brook, Off the Record, Connexions, AHoS, Youth Work Managers	Core Budget		Maintain support to and close working with specialist providers.	Mar 07	Who: HoS When: Quarterly How: Supervision
Targeted work undertaken with young people involved in or at risk of involvement in crime	AHoS	Area Youth Work Managers, Connexions, CSU, Police	Core Budget, External Funding		Targeted work delivered in each locality	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:	Achieve economic well-being. Make a positive contribution, Enjoy and achieve. Stay safe and be healthy						
Corporate Plan Objective:	Community Cohesion. An improving Council striving for excellence. Realising the potential of children, young people and families.						
Other linked plans:	Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy.						
Departmental Plan Objective:	Raising achievement and aspirations for all						
Group Plan Objective:	To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.						
Service Plan Objective: (Core)	To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.						
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To deliver targeted work in partnership with secondary schools.	HoS		External Funding		Targeted programmes offered to all LA schools	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Service Management.					
Corporate Plan Objective:		Community Cohesion. Realising the potential of children, young people and families.					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy,					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development 06/07)		To target support and resources for young people at risk of disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To establish two way referral system with Pupil Tracking Office for children missing education	HoS				Guidelines for staff, disseminated May 06	Jun 06	Who: HoS When: Quarterly How: Supervision
To establish and agree an information sharing protocol with Oldham Police	HoS				Protocol developed and agreed. Protocol Piloted .	May 06 May 06	Who: HoS When: Quarterly How: Supervision
Further develop opportunities for Disabled young people	AHoS	AHoS, Secondary Schools, Social Services, PHAB	Core Budget		PHAB club increased to 2 sessions per week	Jul 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Service Management.					
Corporate Plan Objective:		Community Cohesion. Realising the potential of children, young people and families.					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy,					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development 06/07)		To target support and resources for young people at risk of disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
As a result of budget growth, increase in Detached Youth Work provision across the Borough.	AHoS Borough Projects	Area Youth Advisory Sub Groups	Core Budget		Dedicated Detached Teams working in Partnership with Area Youth Advisory Sub Groups	May 06	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution.					
Corporate Plan Objective:		Community Cohesion					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Community Cohesion Strategy.					
Departmental Plan Objective:		Promoting good relations and community cohesion					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To increase Borough wide events which enable young people from across the Borough to meet together.	AHoS West	Voluntary Sector, Children & Youth Alliance, Youth Work Managers, AHoS	Core Budget		Number of events to increase by 50% to a minimum of 4 per year.	Mar 07	Who: HoS When: Quarterly How: Supervision
All youth centres are quadrilated with other centres in the Borough	AHoS	Area Youth Work Managers	Core Budget		All centres to have been involved in a minimum of four quadrilation activities	Mar 06	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution.					
Corporate Plan Objective:		Community Cohesion					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Community Cohesion Strategy.					
Departmental Plan Objective:		Promoting good relations and community cohesion					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To run 'Fusion Project' with participating Secondary Schools identified	AHoS West	AHoS, Secondary Schools	Core Budget, External Funding		75% of secondary schools participating	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution.					
Corporate Plan Objective:		Community Cohesion					
Other linked plans:		Connexions Strategy, Preventative Strategy, Crime and Disorder Strategy, Community Cohesion Strategy.					
Departmental Plan Objective:		Promoting good relations and community cohesion					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development)		To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To develop initiatives to promote intergenerational cohesion	HoS				Minimum of one initiative delivered in each division.	Mar 07	
Due to budget growth, increase the Borough wide events which enable young people from across the Borough to meet together.	AHoS West	Voluntary Sector, Children & Youth Alliance, Youth Work Managers, AHoS	Core Budget		Number of events to increase by 50% to a minimum of 6 per year.	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy					
Corporate Plan Objective:		An improving Council striving for excellence.					
Other linked plans:		Asset Management Plan					
Departmental Plan Objective:		Customer engagement and satisfaction and raising achievement and aspirations for all.					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To secure adequate resources to support the delivery of the service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To provide meeting places that are warm, dry and inviting	AH'soS	ECS Buildings Unit	Core Budget, External Funding, ECS Building's Budget		All Service premises meet identified criterion	Mar 07	Who: AH'soS When: Quarterly How: Supervision
To ensure effective budget expenditure	AHoS Finance & Resources	AH'soS, Area Youth Work Managers, Finance Support Officer	Core Budget		To monitor and review financial monitoring systems across the Service	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy					
Corporate Plan Objective:		An improving Council striving for excellence.					
Other linked plans:		Asset Management Plan					
Departmental Plan Objective:		Customer engagement and satisfaction and raising achievement and aspirations for all.					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To secure adequate resources to support the delivery of the service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To ensure efficient monitoring of budgets and external funding	AHoS Finance & Resources	AH'soS, Area Youth Work Managers, Youth Managers, Finance Budget Support Officer	Core Budget		Periodic funding returns completed and submitted on time	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve economic well-being. Make a positive contribution. Enjoy and achieve. Stay safe and be healthy					
Corporate Plan Objective:		An improving Council striving for excellence.					
Other linked plans:		Asset Management Plan					
Departmental Plan Objective:		Customer engagement and satisfaction and raising achievement and aspirations for all.					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To secure adequate resources to support the delivery of the service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To fill all youth worker vacancies as soon as possible	AHoS	ECS Personnel, AHoS Finance & Resources	Core Budget		All professional grade posts filled within 5 months. Support Worker posts filled within 3 months.	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		An Improved Environment. An improved Council striving for excellence.					
Other linked plans:		Capital Strategy & Asset Management Plan					
Departmental Plan Objective:		Improved facilities, Customer engagement and satisfaction					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development 06/07)		To secure adequate resources to support the delivery of the service.					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To improve the physical environment in youth centres	HoS	AHoS ECS Buildings Unit	Core Budget, External Funding		Refurbishment work undertaken in a minimum of two youth centres	Mar 06	Who: HoS When: Bi-monthly How: Supervision
To develop and establish Cannon Street Youth Centre as a Town Centre delivery venue and base for the Youth Council & Young Peoples Inspection Programme	AHoS North		Core Budget		Base established. Open delivery centre.	Jun 06 Jun 06	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution					
Corporate Plan Objective:		An improved Council striving for excellence.					
Other linked plans:		Connexions, Preventative Strategy. Connexions Strategy					
Departmental Plan Objective:		Striving for continuous improvement					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To support the delivery of the Connexions Service					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To ensure joint planning between the Youth Service and the Connexions Service	HoS	Connexions AHoS	Core budget		Monthly planning meetings held with senior managers from both services	Mar 07	Who: HoS When: Bi-monthly How: CMT Meetings
To support the work of Connexions Personal Advisers	AHoS	Connexions Area Youth Work Managers	Core budget		All YP contacted by the Service and not in touch with PA's referred by YW's	Mar 07	Who: AHoS When: Bi-monthly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution					
Corporate Plan Objective:		An improved Council striving for excellence.					
Other linked plans:		Connexions, Preventative Strategy. Connexions Strategy					
Departmental Plan Objective:		Striving for continuous improvement					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To support the delivery of the Connexions Service					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
Personal Advisers to have opportunities to access young people during Open Access sessions	HoS	AHoS	Core budget		All PA's are kept informed of open access timings by Area Managers	Mar 07	Who: AHoS When: Bi-monthly How: Supervision
Youth workers have contact with link PA's on a regular basis	HoS	AHoS	Core budget		At least quarterly	Mar 07	Who: AHoS When: Bi-monthly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		Realising the potential of children, young people and families					
Other linked plans:		Preventative Strategy					
Departmental Plan Objective:		Striving for continuous improvement. Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To deliver a broad based youth work curriculum to young people between 13 and 23 years of age					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To enable access for all young people to Service provision	HoS	AHoS Area Youth Work Managers	Core Budget		Minimum of six open access sessions provided in all full time Youth Centres	Mar 07	Who: HoS When: Monthly How: Supervision
% of 13 to 19 year olds in 'contact' with the Service	AHoS Finance & Resources	AHoS, Area Youth Work Managers	Core Budget		23% (5,387 contacts)	Mar 07	Who: HoS When: Bi- monthly How: Supervision
% of 13 to 19 year olds 'participating' in the service	AHoS Finance & Resources	AHoS, Area Youth Work Managers	Core Budget		15% (3232 participants)	Mar 07	Who: HoS When: Bi- monthly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		Realising the potential of children, young people and families					
Other linked plans:		Preventative Strategy					
Departmental Plan Objective:		Striving for continuous improvement. Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To deliver a broad based youth work curriculum to young people between 13 and 23 years of age					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
% of participants in youth work gaining a recorded outcome	AHoS Finance & Resources	AHoS, Area Youth Work Managers	Core Budget		60% of participants	Mar 07	Who: HoS When: Monthly How: Supervision
% of participants in youth work gaining an accredited outcome	AHoS Finance & Resources	AHoS, Area Youth Work Managers	Core Budget		30% of participants	Mar 07	Who: HoS When: Bi- monthly How: Supervision
To provide a range of new opportunities and challenges for young people as detailed in the Service Curriculum Guidelines	HoS	AHoS	Core Budget, External Funding	Off Site and Residential Training Skills workshops based on the curriculum	Area Youth Work Managers produce Unit Action Plans	Mar 07	Who: HoS When: Bi- monthly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		Realising the potential of children, young people and families					
Other linked plans:		Preventative Strategy					
Departmental Plan Objective:		Striving for continuous improvement. Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development)		To deliver a broad based youth work curriculum to young people between 13 and 23 years of age					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
As a result of budget growth, to increase access for all young people to Service provision.	HoS	AHoS Area Youth Work Managers	Core Budget		Minimum of six open access sessions provided in all full time Youth Centres	Mar 07	Who: HoS When: Monthly How: Supervision
Develop internal accreditation system to record and acknowledge young peoples learning in all settings	HoS	AHoS, Area Youth Work Managers	Core Budget, External Funding	System Training	System to be developed. To be in use across the Service	May 06 Mar 07	Who: HoS When: Bi-monthly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution					
Corporate Plan Objective:		An improving Council striving for excellence. Realising the potential of children, young people and families.					
Other linked plans:		Oldham Local Public Service Agreement (LPSA)					
Departmental Plan Objective:		Customer engagement and satisfaction					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To increase young people's access to influencing decision making					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To support the Borough Youth Council	AHoS North	Empowerment Worker, Voluntary Sector	Core Budget, NRF		Two year development action plan produced	May 06	Who: HoS When: Quarterly How: Supervision
To involve YP in the decision making and management of youth centres	AHoS North	AHoS Area Youth Work Managers, Empowerment worker	Core Budget		Youth forums operating in all youth centres.	Mar 07	Who: HoS When: Bi-monthly How: Supervision
To provide opportunities for YP from different communities to participate together	AHoS North	AHoS Area Youth Work Managers, Young People Empowerment worker	Core Budget		600 Young people will be involved in organised activities	Mar 07	Who: HoS When: Bi-monthly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution					
Corporate Plan Objective:		An improving Council striving for excellence. Realising the potential of children, young people and families.					
Other linked plans:		Oldham Local Public Service Agreement (LPSA)					
Departmental Plan Objective:		Customer engagement and satisfaction					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To increase young people's access to influencing decision making					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To involve Young people in formal meetings with elected members	AHoS North	AHoS Area Youth Work Managers, Empowerment Worker, Elected Members	Core Budget		20 Young People will be involved in formal meetings	Mar 07	Who: HoS When: Bi-monthly How: Supervision

Every Child Matters Outcomes:		Achieve Economic Well-Being and Make a Positive Contribution					
Corporate Plan Objective:		An improving Council striving for excellence. Realising the potential of children, young people and families.					
Other linked plans:		Connexions Strategy, Oldham Improvement Plan					
Departmental Plan Objective:		Customer engagement and satisfaction					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Development 06/07)		To increase young people's access to influencing decision making					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/Pls	Time scale	Monitoring & Evaluation
To increase the number of 16 & 17 year olds on the electoral register	AHoS North	AHoS, Area Youth Work Managers, Young People, Empowerment Worker, Secondary Schools, Colleges	Core Budget		2500 16 - 17 year olds on the electoral register	Mar 07	Who: HoS When: Bi-monthly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		An improving Council striving for excellence.					
Other linked plans:		Connexions Strategy, Youth Justice Strategy, Drug & Alcohol Strategy, Crime and Disorder Strategy, Teenage Pregnancy Strategy, Preventative Strategy					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To work in partnership with other voluntary and statutory agencies that work with young people					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To maintain partnership work with parks and open spaces	AHOS East	Parks & Open Spaces, Voluntary Sector, Police	Core Budget, External Funding		Parks and Open Spaces strategy piloted in 2 areas	Mar 07	<i>Who: HoS</i> When: Quarterly How: Supervision
To maintain active involvement in the Children and Youth Alliance	HoS	AHoS, Area Youth Work Managers	Core Budget		Youth Service represented and active on every Alliance sub group	Mar 07	Who: HoS When: Quarterly How: Supervision

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		An improving Council striving for excellence.					
Other linked plans:		Connexions Strategy, Youth Justice Strategy, Drug & Alcohol Strategy, Crime and Disorder Strategy, Teenage Pregnancy Strategy, Preventative Strategy					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To work in partnership with other voluntary and statutory agencies that work with young people					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To work closely with the Drug and Alcohol Action Team in the implementation of the younger peoples substance misuse plan.	HoS	DAAT, Positive Steps, OASIS	Core Budget, DAAT Funding, OASIS Budget		Targets in plans achieved HOS to chair DAAT YP substance misuse group	Mar 07	Who: HoS When: Quarterly How: DAAT Meetings
To work closely with the Youth Offending Service in implementing the Youth Justice Plan	HoS	YOS, Positive Steps, Police	Core Budget, YOS Budget		Targets in plan achieved. HoS to attend 60% of Youth Justice Management Board Meetings	Mar 07	Who: HoS When: Quarterly How: Youth Justice Sub Group Meetings

Every Child Matters Outcomes:		Be healthy, stay safe. Enjoy & achieve. Make a positive contribution. Achieve economic well being. Service management.					
Corporate Plan Objective:		An improving Council striving for excellence.					
Other linked plans:		Connexions Strategy, Youth Justice Strategy, Drug & Alcohol Strategy, Crime and Disorder Strategy, Teenage Pregnancy Strategy, Preventative Strategy					
Departmental Plan Objective:		Raising achievement and aspirations for all					
Group Plan Objective:		To provide a range of youth work opportunities and support that will encourage young people to make positive choices and achieve their potential.					
Service Plan Objective: (Core)		To work in partnership with other voluntary and statutory agencies that work with young people					
Activity	Lead Person	Partners	Resources	Training Needs	Targets/PIs	Time scale	Monitoring & Evaluation
To contribute to the achievement of the Crime and Disorder Strategy in the Borough	HoS	Crime and Disorder Panel, GM Police, YOS, Positive Steps	Core Budget, Connexions Budget, CSU Budget		Targets in plan achieved,	Mar 07	Who: HoS When: Quarterly How: Partnership Meetings

CHILDREN'S SERVICES DEPARTMENT
SERVICE IMPROVEMENT PLAN 2006/2007

PLANNING TIMEFRAME

Objectives and Performance Achieved - April 2005 - March 2006
 Planned Objectives and Targets - April 2006 - March 2007

SECTION A - SERVICE INFORMATION

SERVICE:	Youth Service
SERVICE UNITS COVERED BY THIS PLAN (Identify all units with separate budget accountabilities)	
A	All Youth Service Units
B	
C	
Contact Officer: Geraldine Barry	Date compiled: February 2006

CORE OUTPUTS/OUTCOMES OF THIS SERVICE

- A** To provide a broad ranging service that meets the needs of individuals and groups that includes:
- Access to warm and welcoming centres that are young people focussed.
 - Targeted responses based on identified needs.
 - Detached and Outreach work.
 - Specialist provision.
 - Issue based work.
 - Support to maximise educational achievement and achievement of individual potential.
 - Accredited Learning.
 - Individual support and guidance.

B	<p>To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.</p> <p>To work in partnership with other statutory and voluntary agencies who are involved in work with young people.</p> <p>To contribute to the delivery and development of the Connexions Service and the Connexions Strategy in Oldham.</p>
C	<p>To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.</p> <p>To deliver a broad based youth work curriculum to young people between 13 and 23 years of age.</p> <p>To work with young people in order to empower them, with particular regard to their involvement in decisions that affect their lives and their role as citizens within communities and the Borough.</p> <p>To advocate on behalf of young people in order to overcome barriers to their inclusion and access to services and opportunities.</p>

STAFFING INFORMATION (To be completed by Personnel)

	FTE Posts	Percentage Breakdown			
		Male	Female	Ethnic Minority	Registered Disabled
A	Senior Management	2 (33.3%)	4 (66.7%)	1 (16.7%)	
B	Senior Youth Work Managers	2 (40%)	3 (60%)		
C	Area Youth Work Managers	4 (50%)	4 (50%)		
D	Senior Ass. Youth Workers	5 (31%)	11 (69%)	2 (12.5%)	
E	Ass. Youth Workers	45 (64%)	25 (36%)	13 (18.5%)	
F	Activity Workers	4 (66.7%)	2 (33.3)	2 (33.3%)	
G	Volunteers	4 (33.3%)	8 (66.7%)	1 (8.3)	
H	Drivers	4 (100%)		1 (25%)	
I	Cleaners In Charge	1 (20%)	4 (80%)		
J	Support Staff		13 (100%)		

AGGREGATE FINANCIAL INFORMATION (£'000) 2006/07 (To be completed by Finance)

Wages and Salaries	
Controllable Overheads	
Non-Controllable Overheads	
External Income	
Net Cost to the Council	

Budget Information for the following two years (net cost to the Council £'000) (To be completed by Finance)

2006/07	
2007/08	

SECTION B – SERVICE ACHIEVEMENTS FOR 2005/2006

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
SERVICE OBJECTIVE To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the Service.		Connexions, Preventative Strategy, Crime and Disorder Strategy, Cultural Strategy, Community Cohesion Strategy		AHoS Borough Projects
All new policies assessed to ensure compliance with Race Equality Scheme	Equality Impact tool kit has been applied to all new policies			AHoS Finance & Resources

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
Service information and publicity disseminated to specialist agencies	Bi monthly reports have been produced and circulated. Website has been updated bi monthly	E Government		AHoS Finance & Resources
All complaints are monitored in relation to the ESLG	Monitoring reports produced monthly			AHoS Finance & Resources
Monitoring systems maintained for all staff.	Staff monitoring reports for RES and ESLG bi-monthly			AHoS Finance & Resources
Service has been assessed against the standard for ESLG Level 3.	Service needs assessment completed for Level 3			AHoS Finance & Resources
To continue to maintain Service website with appropriate links to other sites.	Website established with links to partner agencies sites.		ECS IT Central IT	AHoS West Division
To ensure delivery takes account of gender, race, disability, sexuality, religion/belief and age.	3 additional sessions have been established to meet the needs of young women		Voluntary Sector, Youth Work Managers	AHoS
SERVICE OBJECTIVE To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service		Crime and Disorder Strategy, Community Cohesion Strategy, Every Child matters (ECM)		AHoS Borough Projects

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
Part-time and full-time staff undertaking level 4 qualifying training to be supported through Universities.	Six participants successfully awarded professional qualification. Four other staff successfully completed first and second year study.		Huddersfield, Manchester Universities	AHoS Borough Projects
Organisation of one initial youth work training course at NVQ 2	One VRQ Level 3 course completed with twelve passes. Additional NVQ Level 2 course ongoing with twenty one participants.			AHoS Borough Projects
Programme of additional youth work training offered to all organisations working with young people.	Training plan for the Youth Service established. Training calendar produced and disseminated. Sixteen courses delivered with a minimum of twelve participants.		Positive Steps, Education Welfare, Voluntary Sector, OCVYS	AHoS Borough Projects
All youth workers to complete Child Protection, Drugs Awareness, and Connexions training.	All youth workers have completed compulsory training.		Positive Steps, Oasis, Education Welfare Service	AHoS Borough Projects
All new staff to complete Youth Service Induction Programme.	2 induction programmes delivered			AHoS Borough Projects
All new staff to complete Race and Cultural Awareness Training.	12 new staff completed the training.		Ethnic Minority Support Service	AHoS Borough Projects

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
Introduction to Youth Work Course to be offered to all agencies working with young people.	One course completed with a minimum of 12 participants.			AHoS Borough Projects
SERVICE OBJECTIVE To assure quality of provision and achievement of Best value		Best Value Performance		
Customer satisfaction survey conducted.	Survey conducted, analysed and report produced.		Young people.	AHoS Finance & Resources
Non User survey conducted.	Survey conducted, analysed and report produced.		Young people,	AHoS Finance & Resources
Staff survey conducted.	Survey conducted, analysed and report produced.			AHoS Finance & Resources
Develop and implement a marketing strategy for the service.	Annual report produced and other marketing initiatives developed. Public Celebration Event held.			AHoS West
To develop an internal inspection system for the Service	Young people's Inspection programme developed and piloted		Young People	AHoS East
To complete Investors in Excellence Self Assessment	Investors in Excellence Self Assessment completed.			AHoS East

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
To benchmark the Service against Statistical neighbours	Statistical neighbours identified and key performance indicators benched			AHOS East
Successful re-assessment of IIP	Investors in People status Maintained			AHoS Finance & Resources
SERVICE OBJECTIVE To target support and resources for young people at risk of disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime		Connexions, Preventative Strategy, Crime and Disorder Strategy, Youth Justice Strategy, Drug and Alcohol Strategy, Teenage Pregnancy Strategy.		
Partnerships maintained with a range of agencies.	Service representative on all managing/multi agency groups.		CSU, YOS, Oasis, DAAT, Positive Steps, Teenage Pregnancy Co-ordinator. PCT, Parks and Open Spaces, Sports development	HoS
To refer young people to specialist support agencies.	Young people have been referred to OASIS, Connexions, Brook and Off The Record based on needs.	YOS	Oasis, Brook, Off The Record, Positive Steps, Social Services.	HoS

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
To contribute to the Teenage Pregnancy Strategy.	Targeted work delivered within all youth centres. Youth workers trained as condom distributors. New sexual health policy and guidelines implemented across the Service. Young People's Sexual Health Information & Advice projects delivered in 3 youth centres.		Teenage Pregnancy Co-ordinator	AHoS East Division
Targeted work undertaken with young people involved in or at risk of involvement in crime.	Targeted work delivered by all full time youth workers. A range of other projects including SARA II funded crime prevention initiatives undertaken. Ten PAYP programmes delivered throughout all school holiday periods.		Positive Steps, CSU, GMP Police, Sports Development, Ground works. Kick Start	HoS
To target additional support to young people in children's homes.	Additional ESF funding secured and Social Access project for young people in care delivered		Social Services,	AHoS Borough Projects

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
Further develop opportunities for Disabled Young People.	Contact initiative with parents of children with disabilities established.		Social Services	AHoS
Development of Detached Work within the Service	Increased the Detached Team by three full time Senior Assistant Youth Workers. Increase in Borough Projects Detached provision.		Police, Connexions, Area Committees, CSU	AHoS Borough Projects
SERVICE OBJECTIVE To develop programmes of activities that promote community cohesion and the celebration of cultural diversity		Connexions, Preventative Strategy, Crime and Disorder Strategy, Community Cohesion Strategy,		
4 Borough wide events for young people focusing on Cultural Diversity held.	7 events organised: 1700 young people involved		Voluntary sector, Children & Youth Alliance	AHoS West Division
All youth centres are twinned with another centre in the Borough	All centres to have quadrilaterated and have delivered at least 4 joint activities			HoS
To run Fusion Project with Secondary Schools	14 secondary schools involved in Fusion project with 58 participants		Secondary Schools	AHoS North Division
SERVICE OBJECTIVE To secure adequate resources to support the delivery of the service		Asset Management Plan		

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
To provide meeting places that are warm, dry and inviting.	All centres are warm, dry and inviting.			AHoS Finance & Resources
To ensure effective budget expenditure	New (SA27) financial monitoring system introduced across the Service. Staff training on finance and budget monitoring completed,		ECS Finance	AHoS Finance & Resources
To ensure all external funding reports and returns are submitted on time	All periodic funding returns completed and submitted on time			AHoS Finance & Resources
To lead on production of TYWPIF plans	Plans produced and agreed by GONW, all targets achieved			AHoS Finance & Resources
To increase public access to information about the service	A range of marketing initiatives delivered including annual report, celebration event, opportunities evening, press releases, posters.			AHoS West Division
SERVICE OBJECTIVE To support the delivery of the Connexions Service		Connexions, Preventative Strategy.		

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
To support the work of Connexions Personal Advisers	All young people contacted by the Service who are not in touch with PA's have been referred by youth workers. A range of centres have regular drop-in sessions for contact with PA's.		Positive Steps	AH'soS
Personal Advisers to have opportunities to access young people using Open Access sessions	All PA's are kept informed of open access timings by Area Workers bi-monthly		Positive Steps	AH'soS
Youth workers meet with link PA's on a regular basis	Youth Workers have met at least quarterly with their PAs.		Positive Steps	AH'soS
SERVICE OBJECTIVE To deliver a broad based youth work curriculum to young people between 13 and 23 years of age		Preventative Strategy		
To enable access for all young people to Service provision	Minimum of three open access sessions provided in all full time Youth Centres		AH'soS	HoS

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
To provide a range of opportunities for young people to access the Youth Work Curriculum as detailed in the Service Curriculum Guidelines	Area Workers produce annual Area Plans incorporating all curriculum areas. Session planning and evaluation forms kept in Centre Portfolios, Planning and Reporting Cycle developed and implemented, Curriculum Guidelines established and disseminated across the service, Termly programmes produced in line with Curriculum Guidelines			HoS
SERVICE OBJECTIVE To increase young peoples access to influencing decision making		Corporate Plan		
To continue to support the development of a Borough Youth Council	Youth Service rep has attended Empowerment Group meetings. Youth Council elections have been held.			AHoS – North Division

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
Service staff will advocate on behalf of young people for access to decision making arenas	Young people have been involved in decisions made by the Council that affect them, e.g., Visioning Day, Video Conferencing, Interviews for Director of Children's Services		Children and Young People's Strategic Partnership, Area Committees	HoS
Young people will be involved in the decision making and management of youth centres	Youth forums established and operating in all youth centres.		Young People	HoS
SERVICE OBJECTIVE To work in partnership with other voluntary and statutory agencies that work with young people		Youth Justice Strategy, Drug & Alcohol Strategy, Crime and Disorder Strategy, Teenage Pregnancy Strategy, Preventative Strategy,	Range of agencies from voluntary and statutory sectors	
Partnership work with parks and open spaces maintained	Youth service consulted on all 'Youth Space' developments, Strategy written and partners consulted.		Parks and Open Spaces	AHoS – East Division
To maintain active involvement in the Children and Youth Alliance	Youth Service represented on every Alliance sub group		Range of voluntary and statutory agencies	HoS

SERVICE OBJECTIVE/ACTIONS	TARGET 2005/2006	PLANNING LINKS	PARTNERS	ACCOUNTABILITY
To work closely with the Drug and Alcohol Action Team in the implementation of its plan in relation to young people	Targets in plans achieved HoS chairs DAAT YP substance misuse group Young people referred to OASIS when appropriate		DAAT Positive Steps OASIS PCT Police	HoS
To work closely with the Youth Offending Service in implementing the Youth Justice Plan	Targets in plan achieved HoS member of Youth Justice Management Board.		YOS Positive Steps Social Services Police	HoS
To contribute to the achievement of the Crime and Disorder Strategy in the Borough	Targets in plan achieved HoS member of Partnership Board Group Youth Service representation at all key Crime & Disorder meetings across the Borough.		Crime and Disorder Panel YIP GM Police YOS Positive Steps	HoS

SECTION C – PERFORMANCE INDICATORS (TO BE COMPLETED BY RESEARCH & INFORMATION)

Local Area Agreement	Performance Baseline 2005	Possible Targets		
		2006/07	2007/08	2008/09
LPSA 12a Number of forum meetings held and number of young people participating.		N/A	N/A	N/A
LPSA 12b The number of 16/17 year old young people on the electoral register		N/A	N/A	N/A
LPSA 12c Number of formal meetings involving elected members at which young people play an active role		N/A	N/A	N/A
LPSA 12d The number of young people aged 13-19 years of differing cultures participating in organised activities.		N/A	N/A	N/A

Best Value Performance Indicator	Target 05/06	Qtr 3 05/06 data	Target met?	On Track?	Improvement	TARGET 2006/07
BVPI 221a (Recorded Outcomes)	60% of participants	49%				60% of participants
BVPI 221b (Accredited Outcomes)	30% of participants	16.7%				30% of participants

School Survey	Quartile placement 2005	Change	Significant change (+/- 5%)?		Improvement	Quartile Target 2005/06

Annual Performance Assessment Performance Indicators	LEA	Stat neighbours	National Interpretation			Target 2005/06

SECTION D – SERVICE IMPROVEMENT KEY OBJECTIVES FOR 2006/07

CORPORATE PLAN THEMES

1. Community Cohesion
2. A Prosperous Borough
3. Realising the Potential of Children, Young People and Families
4. An Improved Environment
5. Healthy and Well Cared For People
6. An Improving Council Striving for Excellence

EVERY CHILD MATTERS OUTCOMES

1. Be Healthy
2. Stay Safe
3. Enjoy & Achieve
4. Make a Positive Contribution
5. Achieve Economic Well-Being
6. Service Management

SERVICE IMPROVEMENT/ ACTIONS	SMART TARGETS	OUTCOMES	TIME SCALE	PLANNING LINKS	CORP PLAN THEME NO(S)	ECM OUTCOMES NO(S)	LEAD OFFICER
Objective: (Core) To ensure Equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the Service.	All new policies are assessed to ensure compliance with the ESLG	All policies comply	Mar 07		1 4	3 5	AHoS Finance & Resources
	Service information and publicity are disseminated to other agencies	Standard information updated and distributed bi-monthly	Mar 07	Schools, Connexions, CSU, Police, YOS, ECS, Elected Members, Voluntary Sector	1 4	3 5	AHoS Finance & Resources
	All complaints are monitored in relation to the ESLG	Quarterly reports produced	Mar 07		1 4	3 5	AHoS Finance & Resources

	Maintain Monitoring systems for all Service staff	Monitoring reports produced for ESLG	Mar 07	AHoS	1 4	3 5	AHoS Finance & Resources
	To maintain the Service website with appropriate links to other sites	Website updated quarterly	Mar 07	ECS IT Central IT	1 4	3 5	AHoS West
	To ensure Service delivery takes account of gender, race, disability, sexuality, religion /belief and age.	To identify needs within each locality To establish provision to meet identified needs	Apr 06 Jun 06	Voluntary Sector Youth Work Managers	1 4	3 5	AHoS
Objective: (Development) To ensure equal opportunities are applied throughout all aspects of Service operation and delivery and that equity is achieved for all young people and adults involved with the service.	Identify and implement a Management Information System.	Data input on a monthly basis. Monthly reports produced.	Mar 07	AHoS Youth Work Managers	1 6	3 5	AHoS Finance & Resources
	Establish a young persons membership card system	All young people involved in out of school provision have membership cards.	Mar 07	Youth Work Managers	1 6	3 5	HOS
	Service to be assessed against ESLG to ascertain level against each standard	Minimum of level 4 achieved for each standard	Jan 07		1 6	3 5	AHoS Finance & Resources

	Develop a young persons website with appropriate links to other sites	Website established and updated quarterly	Mar 07	ECS IT, Central IT, Schools, Area Committee Managers	1 6	3 5	AHoS West
Objective: (Core) To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service	NVQ Level 2 Youth and Community qualifying course to be offered to staff from all organisations working with young people	At least one course organised, minimum of 20 staff achieving NVQ level 2	Mar 07	AHoS Lifelong Learning Service Voluntary Sector Youth work Managers	1 3	5 4 3 2 1	AHoS Borough Projects
	Sessional and full time Youth & Community Staff undertaking level 4 qualifying training to be supported throughout their courses.	All participants successfully complete the year	Mar 07	AHoS, Youth work Managers Universities	1 3	5 4 3 2 1	AHoS Borough Projects
	Programme of additional youth work training offered to staff from all organisations working with young people	All courses delivered with a minimum of 12 participants	Mar 07	AH'soS, Connexions, Education Welfare, Voluntary Sector, Youth Work Managers	1 3	5 4 3 2 1	AHoS Borough Projects

	All staff to complete additional compulsory training relevant to their job roles	All staff have completed compulsory training within 12 months of their start date.	On going	AHoS, Connexions, Oasis, Education Welfare Service Youth Work Managers	1 3	5 4 3 2 1	AHoS Borough Projects
	Introduction to Youth Work course to be offered to staff from all organisations working with young people	At least one course to have run with a minimum of 12 participants	Mar 07	Youth Work Managers, Connexions, Voluntary Sector	1 3	5 4 3 2 1	AHoS Borough Projects
Objective: (Development) To plan and implement a comprehensive programme of training opportunities that meet the needs of the Service	Induction course booklet externally accredited	Induction course booklet externally accredited	Mar 07	AHoS, Youth Work Managers	1 3	5 4 3 2 1	AHoS Borough Projects
	Training & approved scheme developed for adventurous activities including DofE expedition work in compliance with Adventurous Activity Licensing Authority.	Scheme is implemented	Sep 07		1 3	5 4 3 2 1	HoS
Objective: (Core) To assure quality of provision and achievement of Best	Customer satisfaction survey conducted	Survey conducted, analysed and report produced	STET	Young People, Youth Work Managers	1 6	1 2 3 4 5	AHoS Finance & Resources

achievement of Best Value.	Non User survey conducted	Survey conducted, analysed and report produced	Jan 07	Young People, Youth Work Managers	1 6	1 2 3 4 5	AHoS Finance & Resources
	Staff survey conducted	Survey conducted, analysed and report produced	Dec 06	Service staff	1 6	1 2 3 4 5	AHoS Finance & Resources
	Develop and implement marketing initiatives for the Service	Annual report produced and disseminated	Sep 06	Service Staff, Young People	1 6	1 2 3 4 5	AHoS West
		Young People's Celebration Event held	Mar 07				
	To conduct Annual Self Assessment based on OFSTED framework.	All areas to have completed self assessment. All divisions to have produced self assessment reports.	Nov 06		1 6	1 2 3 4 5	AHoS Finance & Resources
			Feb 07				
To conduct Annual Investors In Excellence Self Assessment and External re-Inspection	Self Assessment report completed. Service reassessed	Aug 06		1 6	1 2 3 4 5	AHoS East	
		Mar 07					

	To maintain an internal Young Peoples inspection system for the Service	All Youth Centres inspected and reports produced.	On going	AHoS, Youth Work Managers, Young People	1 6	1 2 3 4 5	AHoS East
	To benchmark the Service against statistical neighbours	Statistical neighbours identified and KPIs benchmarked	Mar 07	AHoS	6	1 2 3 4 5	AHoS East
	Investors In People	Investors in People status maintained	Mar 07	AHoS	1 6	1 2 3 4 5	AHoS Finance & Resources
Objective: (Core) To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.	To maintain partnerships with a range of agencies	Service representative on all managing / Multi agency groups	Mar 07	CSU, YOS Oasis, DAAT, Connexions, Teenage Pregnancy Co-ordinator, Schools, Social Services, OCVYS, Area Committees, Police, PCT, Brook, Kickstart, Off the Record, Area Managers, Housing Access Section	1 3 6	1 2 3 4 5	HoS

	To refer young people to specialist support agencies	Young people referred to OASIS, Connexions, Brook, Off the Record & Reflections when appropriate	Mar 07	Oasis, Brook, Off the Record, Connexions, YOS, Reflections	1 3 6	1 2 3 4 5	AHoS Youth Work Managers
	To contribute to the Development of the Teenage Pregnancy Strategy	To deliver targeted work within all youth centres. Minimum of one specialised young peoples clinic held in each division	Mar 07 Mar 07	AHoS, Youth Work Managers Teenage Pregnancy Co-ordinator	1 3 6	1 2 3 4 5	AHoS East
	To work in partnership to provide access to counselling and advice to Young People	Maintain support to and close working with specialist providers.	Mar 07	Brook, Off the Record, Connexions, AHoS, Youth Work Managers	1 3 6	1 2 3 4 5	AHoS Borough Projects
	Targeted work undertaken with young people involved in or at risk of involvement in crime	Targeted work delivered in each locality	Mar 07	Area Youth Work Managers, Connexions, CSU, Police	1 3 6	1 2 3 4 5	AHoS

	To deliver targeted work in partnership with secondary schools.	Targeted programmes offered to all LA schools	Mar 07		1 3 6	1 2 3 4 5	HoS
Objective: (Development) To target support and resources for young people at risk: Disaffection, drugs, teenage pregnancy, anti-social behaviour and involvement in crime.	To establish two way referral system with Pupil Tracking Office for children missing education	Guidelines for staff, disseminated May 06	Jun 06		3 1	1 2 6	HoS
	To establish and agree an information sharing protocol with Oldham Police	Protocol developed and agreed. Protocol Piloted.	May 06 May 06		3 1	1 2 6	HoS
	Further develop opportunities for Disabled young people	PHAB club increased to 2 sessions per week	Jul 07	AHoS, Secondary Schools, Social Services, PHAB	3 1	1 2 6	AHoS
	As a result of budget growth increase in Detached Youth work Provision across the Borough	Dedicated Detached Teams working in partnership with area youth advisory sub groups.	May 06	Area Youth Advisory Sub Groups	4 3 1	1 2 3 4	AHoS

Objective: (Core) To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.	To increase Borough wide events which enable young people from across the Borough to meet together.	A minimum of 4 events held per year.	Mar 07	Voluntary Sector, Children & Youth Alliance, Youth Work Managers, AHoS	1	5 4	AHoS West
	All youth centres are quadrilated with other centres in the Borough	All centres to have been involved in a minimum of four quadrilation activities	Mar 06	Area Youth Work Managers	1	5 4	AHoS
	To run 'Fusion Project' with participating Secondary Schools identified	75% of secondary schools participating.	Mar 07	AHoS, Secondary Schools	1	5 4	AHoS West
Objective: (Development) To develop programmes of activities that promote community cohesion and the celebration of cultural diversity.	To increase Borough wide events which enable young people from across the Borough to meet together.	Number of events to increase by 50% to a minimum of 6 events held per year.	Mar 07	Voluntary Sector, Children & Youth Alliance, Youth Work Managers, AHoS	1	5 4	AHoS West
	To develop initiatives to promote intergenerational cohesion	Minimum of one initiative delivered in each division	Mar 07		1	5 4	HoS
Objective: (Core) To secure adequate resources to support the delivery of the	To provide meeting places that are warm, dry and inviting	All Service premises meet identified criterion	Mar 07	ECS Buildings Unit	6	5 4 3 2 1	AH'soS

the delivery of the service.	To ensure effective budget expenditure	To monitor and review financial monitoring systems across the Service	Mar 07	AH'soS, Area Youth Work Managers, Finance Support Officer	6	5 4 3 2 1	AHoS Finance & Resources
	To ensure efficient monitoring of budgets and external funding	Periodic funding returns completed and submitted on time	Mar 07	AH'soS, Area Youth Work Managers, Youth Managers, Finance Budget Support Officer	6	5 4 3 2 1	AHoS Finance & Resources
	To fill all youth worker vacancies as soon as possible	All professional grade posts filled within 5 months. Support Worker posts filled within 3 months.	Mar 07	ECS Personnel, AHoS Finance & Resources	6	5 4 3 2 1	AHoS
Objective: (Development) To secure adequate resources to support the delivery of the service.	To improve the physical environment in youth centres	Refurbishment work undertaken in a minimum of two youth centres	Mar 06	AHoS ECS Buildings Unit	4 6	1 2 3 4 5 6	HoS

	To develop and establish Cannon Street Youth Centre as a Town Centre delivery venue and base for the Youth Council & Young Peoples Inspection Programme	Base established. Open delivery centre.	Jun 06 Jun 06		4 6	1 2 3 4 5 6	AHoS North
Objective: (Core) To support the delivery of the Connexions Service	To ensure joint planning between the Youth Service and the Connexions Service	Monthly planning meetings held with senior managers from both services	Mar 07	Connexions AHoS	6	4 5	HoS
	To support the work of Connexions Personal Advisers	All YP contacted by the Service and not in touch with PA's referred by YW's	Mar 07	Connexions Area Youth Work Managers	6	4 5	AHoS
	Personal Advisers to have opportunities to access young people during Open Access sessions	All PA's are kept informed of open access timings by Area Managers	Mar 07	AHoS	6	4 5	HoS
	Youth workers have contact with link PA's on a regular basis	At least quarterly	Mar 07	AHoS	6	4 5	HoS

Objective: (Core) To deliver a broad based youth work curriculum to young people between 13 and 23 years of age	To enable access for all young people to Service provision	Minimum of six open access sessions provided in all full time Youth Centres	Mar 07	AHoS Area Youth Work Managers	3	1 2 3 4 5 6	HoS
	% of 13 to 19 year olds in 'contact' with the Service	23% (5,387 contacts)	Mar 07	AHoS, Area Youth Work Managers	3	1 2 3 4 5 6	AHoS Finance & Resources
	% of 13 to 19 year olds 'participating' in the service	15% (3232 participants)	Mar 07	AHoS, Area Youth Work Managers	3	1 2 3 4 5 6	AHoS Finance & Resources
	% of participants in youth work gaining a recorded outcome	60% of participants	Mar 07	AHoS, Area Youth Work Managers	3	1 2 3 4 5 6	AHoS Finance & Resources
	% of participants in youth work gaining an accredited outcome	30% of participants	Mar 07	AHoS, Area Youth Work Managers	3	1 2 3 4 5 6	AHoS Finance & Resources

	To provide a range of new opportunities and challenges for young people as detailed in the Service Curriculum Guidelines	Area Youth Work Managers produce Unit Action Plans	Mar 07	AHoS	3	1 2 3 4 5 6	HoS
Objective: (Core) To deliver a broad based youth work curriculum to young people between 13 and 23 years of age	To enable access for all young people to Service provision	Minimum of six open access sessions provided in all full time Youth Centres	Mar 07	AHoS Area Youth Work Managers	3	1 2 3 4 5 6	HoS
	Develop internal accreditation system to record and acknowledge young peoples learning in all settings	System to be developed. To be in use across the Service	May 06 Mar 07	AHoS, Area Youth Work Managers	3	1 2 3 4 5 6	HoS
Objective: (Core) To increase young people's access to influencing decision making	To support the Borough Youth Council	Two year development action plan produced	May 06	Empowerment Worker, Voluntary Sector	6 3	5 4	AHoS North
	To involve YP in the decision making and management of youth centres	Youth forums operating in all youth centres.	Mar 07	AHoS Area Youth Work Managers, Empowerment worker	6 3	5 4	AHoS North

	To provide opportunities for YP from different communities to participate together	600 Young people will be involved in organised activities	Mar 07	AHoS Area Youth Work Managers, Young People Empowerment worker	6 3	5 4	AHoS North
	To involve Young people in formal meetings with elected members	20 Young People will be involved in formal meetings	Mar 07	AHoS Area Youth Work Managers, Empowerment Worker, Elected Members	6 3	5 4	AHoS North
Objective: (Development) To increase young people's access to influencing decision making	To increase the number of 16 & 17 year olds on the electoral register	2500 16 – 17 year olds on the electoral register	Mar 07	AHoS, Area Youth Work Managers, Young People, Empowerment Worker, Secondary Schools, Colleges	3 6	5 4	AHoS North

Objective: (Core) To work in partnership with other voluntary and statutory agencies that work with young people	To maintain partnership work with parks and open spaces	Parks and Open Spaces strategy piloted in 2 areas	Mar 07	Parks & Open Spaces, Voluntary Sector, Police	6	1 2 3 4 5 6	AHOS East
	To maintain active involvement in the Children and Youth Alliance	Youth Service represented and active on every Alliance sub group	Mar 07	AHoS, Area Youth Work Managers	6	1 2 3 4 5 6	HoS
	To work closely with the Drug and Alcohol Action Team in the implementation of the younger peoples substance misuse plan.	Targets in plans achieved HOS to chair DAAT YP substance misuse group	Mar 07	DAAT, Positive Steps, OASIS	6	1 2 3 4 5 6	HoS
	To work closely with the Youth Offending Service in implementing the Youth Justice Plan	Targets in plan achieved. HoS to attend 60% of Youth justice management Board Meetings	Mar 07	YOS, Positive Steps, Police	6	1 2 3 4 5 6	HoS
	To contribute to the achievement of the Crime and Disorder Strategy in the Borough	Targets in plan achieved.	Mar 07	Crime and Disorder Panel, GM Police, YOS, Positive Steps	6	1 2 3 4 5 6	HoS

CUSTOMER CONSULTATION

CONSULTATION UNDERTAKEN 2005/06	HOW IT WILL BE USED TO IMPROVE SERVICES
Customer Satisfaction Survey (Young People)	
Non User Survey	
STAFF SURVEY	
SERVICE NEEDS ASSESSMENT	
CONSULTATION PLANNED 2006/07	
Customer Satisfaction Survey (Young People)	The information received from these consultations will be used to improve services to Young People across Oldham, in addition to improving management practise and employee satisfaction.
Non User Survey	
STAFF SURVEY	
SERVICE NEEDS ASSESSMENT	

ICT INVESTMENT PROPOSALS 2006/07

(Link to Key Service Improvement Objectives)

DESCRIPTION (Inc Benefits &/or consequences if not progressed, add cost/benefit details)	ORDER OF PRIORITY (1=top priority)	FUNDING (Revenue/ Bespoke Grant/ ICT Capital/ AMP Capital/ None)
Upgrade existing links to LES circuits at all Youth Centres in line with department minimum standards.	1	ICT Capital (Alison Heneghan)
Install links to Delph & Lees Youth Centres and provide staff and public access PC's.	1	ICT Capital (Alison Heneghan)
Procurement and implementation of a MIS database system.	1	
Staff Training	1	
Development of the Oldham Youth Service website.	1	
Investigate internet access for mobile youth buses.	1	External Funding

PROPERTY INVESTMENT PROPOSALS 2006/07

(Link to Key Objectives & Initiatives Deliverable table)

DESCRIPTION (Inc Benefits &/or consequences if not progressed, add cost/benefit details)	ORDER OF PRIORITY (1=top priority)	FUNDING (Revenue/Bespoke Grant/ ICT Capital/ AMP Capital/ None)
Refurbish Cannon Street Youth Centre in line with DDA requirements.	1	AMP Capital
Upgrade Satellite Youth Centre windows and redesign internal layout in line with DDA.	1	
Redesign internal layout of Failsworth Q Youth Centre and upgrade heating system.	1	
Redesign internal layout of South Chadderton Youth Centre.	1	
Refurbishment of coffee bar area at Royton Youth Centre.	2	
Refurbish toilets at Limehurst Youth Centre.	2	

MAJOR DEVELOPMENT PROPOSALS 2006/07

(Link to Key Objectives & Initiatives Deliverable table)

DESCRIPTION (Inc Benefits &/or consequences if not progressed, add cost/benefit details)	ORDER OF PRIORITY (1=top priority)	FUNDING (Revenue/Grant/ Central/mixture)
Fitton Hill Masterplan – bid for new Youth & Community Centre	1	NDC
New Youth Centre in Failsworth as part of area regeneration.	1	
Continuation with Mobile Units.	1	SRB6 & NDC
Increase targeted work with schools.	1	External.

RISK MANAGEMENT

MAIN RISKS TO DELIVERY OF SERVICE	LIKELIHOOD H/M/L	IMPACT H/M/L	ACTION TO MANAGE RISK	REVIEW DATE	'OWNER' OF ACTION
Reduced mainstream budget.	L	H	Additional external funding to be sourced.	Dec 06	HoS
Lack of external funding	M	H	Additional external funding to be sourced. Staff trained in preparing external funding bids.	Dec 06	HoS
Loss of key staff	M	H	Cross training Job shadow Exit interviews Succession plans Sickness monitoring Regular supervision Return to work interview.	Oct 06	HoS
Failure of ITC systems	L	H	ICT back up, hard copies of critical information stored off site, staff training, business continuity plans.	Dec 06	AHoS Finance & Resources
Unpredictable additional workload demands	M	H	Regular supervision, team meetings, consultation with staff.	Oct 06	HoS
Unacceptable workloads for staff	M	M	Regular supervision, appraisals and performance management, clear roles agreed.	Dec 06	HoS
Loss of buildings	L	H	ICT back ups, manual back ups kept off site, emergency plans, business continuity plan.	Dec 06	HoS
Loss of utility services	L	H	Young peoples contact details kept off site. Emergency plan. Business continuity plan.	Dec 06	HoS