REPORT TO: BEST VALUE SUB COMMITTEE – 16 MAY 2002

REPORT ON: NEIGHBOURHOOD RESOURCES AND DEVELOPMENT
                  YOUTH AND CHILDREN'S WORK 2000/2001

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 448-2002

1.0   PURPOSE OF REPORT

1.1   This report is the result of a Best Value Review into Youth and Children's Work Services provided by Neighbourhood Resources and Development Department as part of the Council's Best Value review process.

2.0   RECOMMENDATIONS

It is recommended that the Committee approve:

2.1   the 2 Action Plans to advance the Performance Reviews (see Appendices 3/4).

2.2   the continuing monitoring of participant satisfaction levels against the critical success factors.

2.3   review arrangements to reprofile sessional and full-time worker deployment.

2.4   the actions taken to address critical success factors in service provision in para 10.2.

2.5   the Best Value Review report.

3.0   FINANCIAL IMPLICATIONS

3.1   This review accounts for 12.5% of the Department's net revenue budget 2000/2001 at a budget cost examined of £975,976 children and youth work services reviewed. Appendices 1(a)/(1(b) outline the nature of services covered and exclusions.

4.0   LOCAL AGENDA 21 IMPLICATIONS

4.1   The reviews outlined in this report will contribute to the Council's vision of young people contributing to self-sustaining, secure and healthy communities.

5.0   EQUAL OPPORTUNITIES IMPLICATIONS

5.1   These proposals are designed to improve or make access easier to services by targeted groups identified within the Council's Equality Action Development Plan.

6.0   DEFINITION OF SERVICES REVIEWED

6.1   The Department provides generic children's and youth work services as outlined in Appendix 1(a), from social information and learning centres located within geographical neighbourhoods within the City. The location and staffing complement of such bases are aggregated into designated Neighbourhood Services Team Areas (see Appendix 1(b)).

6.2   Dependant on local needs and budget provision, a degree of outreach services are provided to enable contact with young people from age 12-18 who do not use building based provision.

6.3   A number of external funded joint projects also target young people across the City with specific services e.g., The Corner Health and Information Project and Xplore (funded by the Social Inclusion Partnership Fund).

The provision and services offered in these projects are funded by Neighbourhood Resources & Development Department outwith the remit of this Best Value Report. The proportion funded by the Department has been included.

6.4 The Council's Youth Work Development priorities were approved by the Neighbourhood Resources and Development Committee on 11 January 1999 under Report No. 16/99.

7.0 JUSTIFICATION FOR SERVICES REVIEW

7.1 Work with young people integrates well within the Department's goals and purpose and is highlighted within the Department's key strategic priorities and Services Plan.

7.2 Current research indicates the need to ensure youth work services are provided in negotiation with the principal stakeholders and in a form which encourages ownership and the development of decision-making, personal development and growth in learning. It is essential that the Department uses methods to ensure these objectives are successful and to the fore in its operational work.

7.3 Two key areas Youth Information and Involvement in Decision Making were selected for detailed performance review. They are at the heart of the Department's priorities and form the basis for much of the Department's work with young people. It is, therefore, important to ensure that fieldwork staff retain clarity of focus and direction in the continuous improvement and effectiveness of such services.

7.4 The Department is currently reviewing sessional staffing. This review will allow the opportunity to consider budget allocations, focus work, prioritise resources and identify budget restrictions in discharging the Council's approved priorities under Report 16/99.

The above review also addressed sessional staffing difficulties related to retention, support and supervision, training and resource support.

7.5 The Department requires to move Council resources out of pre 12 age children's work to 12 plus age youth work to be in a position to make an impact on meeting young peoples key needs in their transition from a child to a teenager and secondary schooling and from thence to the world of work and adulthood.

7.6 The focus by the review team has been on improving service provision to the main stakeholder i.e. the young person.

8.0 REVIEW METHODOLOGY

8.1 The review team was composed of the following personnel.

- Neighbourhood Resources & Development Department
  A D Boffey   Manager (Lead Officer)
  K Lindsay   Unit Leader, Children & Young People
  L Moy   Senior Resource Worker
  K Tinney   Project Leader, Xplore, Social Inclusion
  J Guthrie   Neighbourhood Development Worker
  C Tasker   Finance Officer, Support Services

- Corporate Planning
  P Carroll   Manager, Review Team Leader

8.2 The review was processed by consultation with fieldwork staff and supervisors, key stakeholders and agencies, focus groups of workers and participants.

8.3 Contact was made with CoSLA and the Community Education Managers Scotland which determined no Council was progressing similar BVR studies with these services in 2000/2001 and the few completed BVR reports prior to 2000 were of limited use for comparison or benchmarking purposes.

As a result of the above, the Community Education Managers Scotland have identified in conjunction with HM Inspectors of Informal Education and the Accounts Commission indicative data which will aid benchmark comparisons in the future.   This is unlikely to be field tested until later in 2002 when the Scottish Executive Education Department Performance Indicators for Community Education are fully finalised.

8.4   Dundee Youth Work Alliance, the consortium of major children and youth work voluntary sector providers were consulted over comparable provision within the voluntary sector.   The result of this consultation established the following:

- the voluntary sector's main provision was geared to children under 12.

- there was little evidence of collaborative working at field work level.

- the target groups catered for did not match the Department's participant profile.

- Dundee Association of Youth Clubs, the nearest comparable agency offering elements of the Department's services had collapsed and has since become inoperative.

8.5   The review of sessional staffing took place in parallel with the Best Value review and informed the improvement proposals outlined in Section 12.

9.0   CRITICAL SUCCESS FACTORS

9.1   The Review Group identified the key stakeholders using services as:

- workers and volunteers
- Dundee Youth Work Alliance
- Children aged 5/12 years
- Young People aged 12 years plus
- Parents
- The Council

9.2   A 750 person sample was consulted via structured focus groups, telephone surveys and questionnaires with a return rate in excess of 500 participants.

9.3   The data generated from the above was analysed, scored and produced a ranked set of critical success factors.   These are:

- Fun for Participant
- Safety for Participant
- Quality of Staff
- Accessibility Locally
- Atmosphere of Activities
- Learning Progression
- Cost of Service

The first 5 themes were prioritised with the addition of a sixth "Cost of Service" which is in line with current best value practice.

9.4   The Department has since set up a data monitoring system to assess performance against the Critical Success Factors and now charts this information from 10 centres monthly. Performance against the key participant satisfaction themes matched to the above are consistently very or highly positive.

This ongoing monitoring will alert the Department to any deterioration in quality performance over the Critical Success Factor range.

This data will be reported on a regular basis to Centre Management Groups and within local community public reporting publications eg Annual Reports (see example graph of theme outlined in Appendix 2).

10.0   PERFORMANCE REVIEW

10.1   Para 8.4 outlined the lack of comparable service providers offering services covered by this Best Value Review.

10.2   Participant Satisfaction Surveys for the period October-December 2000 have been analysed for service key critical success factors. The survey samples 140 children and 200 young people monthly.

The table below shows the percentage of respondents who score each critical success factor at good or excellent (4 and 5 in the examples of the charts shown in Appendix 2).   Beside each survey question is a review of the actions/approach taken by the Department.

Critical Factors & Themes	Average % Score Children	Average % Score Youth	Action Plan or Department existing Practice Review
Fun for Participant Theme 1A: Participation in the activity is fun. Theme 1B: The content of activity programmes is interesting.	96 95	95 96	The content of Department programmes of activities are structured to appeal to young people. This means that timescales are lengthened due to the need to negotiate learning progression and voluntary participation. The young person's rights are respected and their responsibilities highlighted. The easy access to high quality youth friendly information services are vital to this type of service.
Safety for Participant Theme 2A: Activities are well organised. Theme 2B: I do feel safe on activities.	90 98	96 97	All workers involved with young people receive Criminal Record Checks prior to appointment, attend mandatory Care & Protection training and are supported by a network of Department Care & Protection support workers. Parents are encouraged to become involved in provision and parental communication is prioritised over consent to participate. The Department maintains active involvement in Child Protection, Inter Agency Forums and training and has established clear worker guidelines and procedures for care & protection issues.
Quality of Staff Theme 3A: The activity staff are helpful or friendly. Theme 3B: I would approach the staff if I had a problem.	95 94	99 94	The reviews currently being undertaken, see para 12.1 will stabilise workload, clarify support and supervision and aid on site training. Worker retention should also rise with a corresponding increase in the time available to support field staff. Staff will be further supported by internet based delivered services.

Accessibility to Services Locally Theme 4A: The activities offered are provided in the local area. Theme 4B: I would prefer more opportunities/ activities to be provided outwith the local area.	92 17	90 08	The allocation of resources to enable the existing network of social information and learning centres to function well is under review. The capacity of the Department to deliver to public expectation in all geographical areas will not be able to be realised unless budget increases are allocated or obtained by external finance. The delivery of information services will be increased by internet provision which will broaden access to groups of young people who do not use existing provision. PinPoint services locally will complement access.
Atmosphere on Activities Theme 5A: The atmosphere in the building is good. Theme 5B: On activities there is a good atmosphere.	96 96	97 98	Our participant group and workforce are conscious that high quality physical surroundings are not the highest priority. The commercial sector, however, dictate the pace on the creation of atmosphere and ambience. Our provision is improving and is being upgraded but requires often to be subject to compromise with other centre users eg adults. Where possible we have redesigned parts of our buildings to be more youth friendly and we will continue to involve young people in the content of our youth work programmes. We regularly look for opportunities to work with commercial providers in the provision of activities where atmosphere and venue is critical eg Dundee Skatepark, local nightclubs, Quality Scotland etc.
Cost of Provision Theme 6A: The cost for the activity is value for money. Theme 6B: I would not be willing to pay more for the activity.	97 34	96 34	Uptake and access to services examined under the performance reviews are restricted by budget allocation and not universally provided within the City (see Appendix 1(b)). The cost per annum target population is £72.87 per youth (13/-16 years) and £11.63 per child (up to 12 years) based on the 2000 Census projection. Some services are crisis orientated and would be less attractive if fees were charged. Information services follow similar criteria as those offered to adults and do not discriminate in terms of gender, race, disability or economic status. Services outlined above are maintained as a priority within designated social inclusion areas. Allocation of charges for service would result in reduced use by participants who require it most.

10.3 The Department identified 2 core activities central to the advancement of effective youth work within the Department for in depth performance reviews. These activities are the foundations influencing the stakeholders key priorities.

They were:

- provision of youth information services
- development of young peoples involvement in decision making locally and nationally.

These reviews aimed to improve these services against the researched critical success factors.

10.4 Action Plans were drafted against each review and are outlined with performance indicators in Appendices 3/4.

11.0 OPTIONS APPRAISAL

11.1 Prior to the above key performance reviews the following service delivery options were considered and assessed as follows:

11.1.1 **Cease Provision** - rejected as the Department identified both services as central to the strategic priorities of the Department and participants needs in formulating choices and informed decision making.

11.1.2 **Out Source Provision** - rejected as no local provider could be identified with the expertise or capability to deliver the services. No external provider is currently advertising service provision of this nature.

11.1.3 **Review Provision** with the objective of further and continuous improvement - accepted (see para 10.3).

12.0 CONTINUOUS IMPROVEMENT PROPOSALS

12.1 As a result of this review and the ongoing user satisfaction monitoring the action planning for youth information and involvement in decision making are recommended as per Section 10 of the report.

12.2 The review of sessional staffing in paragraph 7.4 highlights problems in staff resourcing the current range of activities to meet the customer satisfaction factors. The following actions should improve the situation:

12.2.1 The allocation of sessional and full time staff is the subject of a review to determine budget capability to resource a minimum quality level of service from each of the Department's main social, information and learning centres. This exercise will enable the Department to identify the level of resources available to deliver services locally.

12.2.2 Alongside the exercise identified in 12.2.1 above revised generic job descriptions have been compiled and submitted to Personnel for grading allocation. This will allow the Department to project its sessional staffing budget requirements and will, with consolidation of worker contract and hours, address issues related to staff retention, job commitment, morale, span, levels of support and supervision and workload. This will more accurately determine the capability and level of service which the Department can resource within existing budgets.

12.2.3 The deployment of sessional workers will be cross matched to the deployment of full time workers to achieve a higher deployment of specific worker time to on site support of sessional workers/volunteers, increased training, support and supervision and improved co-ordination of services/projects and support across geographical areas. The use of senior youth workers will be reviewed to aid communication, management support/co-ordination and quality assurance.

Central youth support workers will find the above changes easier to link into and the reduced communication spans will result in an improvement in use of worker time and strengthen focus and accountability.

12.2.4   The Action Plan from both Performance Reviews will complement the proposed staffing changes at all levels.

13.0   CONSULTATION

13.1   The Directors of Neighbourhood Resources and Development and Corporate Planning, have been consulted on this report.   The involvement of key stakeholders as outlined in paragraph 9.1 have contributed to the report.

14.0   BACKGROUND PAPERS

14.1   The following background papers as defined by Section 50D of the Local Government (Scotland) Act 1973 were relied on to a material extent in preparing the above Report.

Best Value Submission to the Secretary of State for Scotland, December 1997 Policy & Resources Committee - 11 December 1997.

15.0   APPENDICES

1(a)   Key to Children & Youth Services Budget Data 2000/2001.

1(b)   Allocation of Children & Youth Service Budget by NST Area 2000/2001.

2   BVR Children & Youth Services Participant Satisfaction Analysis Graph Example.

3   Performance Review: Action Plan Provision of Youth Information Services

4   Performance Review: Action Plan Development of Young Peoples Involvement in Decision-Making Locally and Nationally.

An audit file is available for inspection

Chief Executive ………………………………………………………………..   Date ……………….……

Dundee City Council
Neighbourhood Resources and Development

NST Area	NRDD Centres - Cost Apportionment
1 North West	Ardler Complex, Kirkton Neighbourhood Centre & Library
2 West	Menzieshill Neighbourhood Centre & Library, The Clubhouse Lochee, Charleston Neighbourhood Centre & Library
3 South West	No children's youth work services delivered from NRDD plant
4 North East	Finmill Centre, *Whitfield Activity Complex
5 Central	The Corner Health & Information Centre, * Grey Lodge
6 South East	Brooksbank Neighbourhood Centre Douglas Community & Library Centre
7 East	Broughty Ferry Neighbourhood Library * Broughty Ferry YMCA

Notes

1   Centres marked * receive grant assistance to offer relevant services.

2   Budget allocated per area of benefit.

3   Third party payments to City wide/Ex City organisations apportioned equally across all areas by children/youth cost ratio percentages.
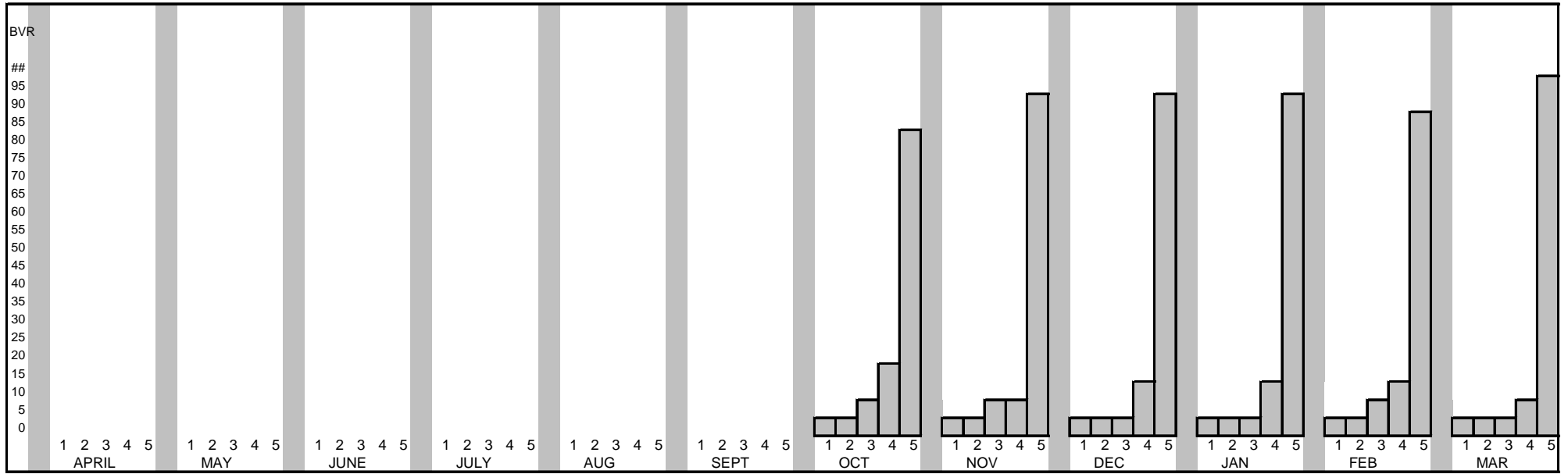
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Budget Cost within BVR Exercise

Included;

- activities based on key content areas delivered within club based or residential programmes.

- comprehensive youth information services.

- consultation opportunities and local decision making structures.

- project opportunities including youth accreditation.

- outreach and detached work

- Department based support services eg child protection.

- % of support costs eg property

- % of management support eg policy support

Excluded;

- library youth & children's services (subject to separate BVR study).

- activities self financed by income/fund raising.

- external funded projects including Social Inclusion eg Highwayman Centre

- short term pilot/research studies

Dundee City Council
Neighbourhood Resources and Development

Cost Description % of total Budget	NST AREA: Allocation of Youth Services 12-18 ages							Allocation to Children's Services 0 -12 ages						
	1 North West	2 West	3 South West	4 North East	5 Central	6 South East	7 East	1 North West	2 West	3 South West	4 South East	5 Central	6 South East	7 East
F/T Workers Pay	62,390	55,590	46,378	90,909	26,390	97,181	21,769	18,082	14,354	3,279	10,007	4,981	8,461	3,280
Sessional Workers Pay	28,584	25,450	12,542	27,595	6,516	24,549	7,731	5,686	1,552	330	9,965	0	3,840	840
Manual Workers Pay	11,350	8,230	0	0	0	10,540	0	2,904	2,045	0	0	0	483	0
Training	356	307	483	695	36	394	40	113	83	14	26	9	44	14
Miscellaneous Staff Costs	184	159	250	360	18	204	22	58	43	8	13	5	23	7
Property	35,446	18,979	2,765	18,107	1,163	21,111	940	11,977	4,438	0	5,523	149	1,407	0
Supplies & Services	5,551	4,556	3,951	6,642	1,305	6,505	1,315	1,228	999	26	233	15	438	26
Transport	234	330	1,196	1,124	155	667	178	48	67	40	36	17	70	40
Third Party Payments	4,007	4,229	4,290	71,889	4,754	4,157	13,906	2,119	3,200	2,122	44,797	3,610	2,119	2,121
Income	-1,260	-2,053	0	-239	0	-1,526	0	-708	-975	0	-1,248	0	-83	0
Sub Total	146,842	115,777	71,855	217,082	40,337	163,782	45,901	41,507	25,806	5,819	69,352	8,786	16,802	6,328
Cost Ratio	£72,871 Per 1000 youth (Census Projection 2000)							£11,627 Per 1000 Children (Census Projection 2000)						

THEME REF NO: 2A   Safety for Participaı :   Activities are/are not well organised.   AGE RANGE   Youth Age 12-18 Years

BVR

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| APRIL | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR |

THEME REF NO: 2B   Safety for Participaı :   I do/do not feel safe on activities.   AGE RANGE   Youth Age12-18 Years

BVR

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| APRIL | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR |

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
ACCESSIBILITY OF YOUTH INFORMATION HARD COPY	To establish an agreed classification system considering – Young Scot, Youth Enquiry Service and Dundee Libraries	Already in place at YES Points and Youth and Children's Work Resource Base	To develop in 5 Neighbourhood Libraries and Central Library	July 2002	Youth Information Resource Group	Classification system in place in selected libraries
INFORMATION COMMUNICATION TECHNOLOGY	To develop Youth Information on the Dundee City Council website	A web development worker has been appointed to research and plan the text for the website	Appoint technical support worker	April 2002	Manager	Web pages are accessible and usage monitored
			Links are made to appropriate websites including Young Scot	April 2002	Technical Support Worker	Web pages are accessible and usage monitored
			Ensure information is regularly monitored and updated	Dec 2002 ⟶	Development Worker	Current, accessible information available on youth information website
	To develop a Youth Work Website		Identify staff & content to sustain the Website	April 2002	Manager	Web site established and usage monitored

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
ACCESSIBILITY OF YOUTH INFORMATION **INFORMATION COMMUNICATION TECHNOLOGY (CONTD)**	To standardise ICT access in all YES Points	YES Points have none or varied levels of IT Provision which need to be replaced to DCC standards PCs with Internet access and e-mail for workers only are waiting to be installed A bid for further IT hardware has been put forward	To install PCs for workers use only Progress bid	Dec 2002 April 2002	IT Department Manager	Installation complete Pcs with appropriate hardware and software
PROVISION OF A YOUTH AND CHILDREN'S WORK RESOURCE BASE	To establish and maintain a specialist library to support council staff, students and volunteers	Resources are being added to the library catalogue	Resources accessible via Library Catalogue Order a variety of resources in accordance with 16/99 report and in consultation with the Working with Young People Strategy Group	June 2002 April 2002	Bibliographic Dept, Central Library Development & Q A Team/Senior Youth Library & Information Worker	Resources available on Library Catalogue Number of requests Number of issues Expenditure and additions to stock Recorded number of personal visits to YCWRB

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
STABILISING A BUDGET FOR PROVISION OF ACCURATE, CURRENT INFORMATION	To secure a resource budget to ensure provision of accurate, current information for YCWRB and YES Points	Funding is variable	Stabilise budget for 2002 - 2003 Purchase appropriate resources for 2002-2003	June 2002 June 2002	Manager Senior Youth Workers	Budget secured Resources purchased and distributed
ACCESSIBILITY BY YOUNG PEOPLE TO A YES POINT	To standardise YI/YES co-ordinators hours	Sessional contracts only which do not allow for opening of YES Points during holiday periods	To be able to offer permanent contracts for a minimum of 15 hours To consult with integrated Unit Leaders to agree limited accessibility of YES Points, citywide, during holiday periods	April 2002 June 2002	Manager Manager Functional Unit Leader Integrated Unit Leader	Number of contracts Accessibility of YES Points throughout the year
	To liaise with the Education Department and explore the possibility of Service Level Agreements	Some YES Co-ordinators give a service in schools – free of charge	Determine an agreed policy with the Education Department	Dec 2002	Manager	Hours available in schools Monitored impact on numbers of enquiries,contacts & sessions

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
ACCESSIBILITY BY YOUNG PEOPLE TO A YES POINT (CONTD)	To promote the Youth Information Service	Limited promotional material is available	Establish a budget Have printed information available Have various merchandise available	June 2002 Aug 2002 Sept 2002	Manager Youth Information Resource Group Youth Information Resource Base	Budget confirmed Leaflet available Pens, Keyrings etc. available to give to young people at events

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
TO IMPROVE ACCESSIBILITY BY YOUNG PEOPLE TO YOUTH INFORMATION AT A YES POINT BY STAFF DEVELOPMENT	To provide information training for YI/YES Workers & Youth Workers so that youth information is integrated in youth work service delivery	Induction training depending on line management variable Youth Information Service and Youth Work not wholly integrated	Ongoing provision of induction/training pack for YES	Ongoing	Youth Information Resource Group	Available in each Yes Point
			Briefings for YES Workers, Youth Workers, New staff	May 2002 and as required	Youth Information Resource Group	Briefings completed Increase in number of contacts Increase in number of enquiries
	To establish specialist groupings of staff to develop youth information services	Merger of YES Co-ordinators support group and Youth Information Resource Group to be progressed	Remit of both groups to be reviewed	Completed	Senior Youth Library & Information Worker	Group established
	To provide Support & Supervision for Workers	Varied	To agree levels of Support & Supervision provision	May 2002	Line Manager/Worker Unit Leader	In place
	To ensure workers are aware of national trends and new developments	Talkback insert and dissemination of information through Youth Information Resource Group and Working with Young People Strategy Group	Encourage all staff to take responsibility for raising awareness of national trends & developments	Ongoing	Development & Q A Team/ Youth Information Resource Group, Working with Young People Strategy Group	Increase in number of contributions to Talkback
					Manager/Functional Unit Leader	

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
STAFF DEVELOPMENT (CONTD)	To develop methods of recording statistics which will detail number of contacts in a YES Point, through youth work/streetwork, school and other opportunities	Proformas in folders are now in every YES Point	To ensure statistics are collated monthly at each YES Point	Ongoing	YES Co-ordinators/Line Managers	Monthly reports sent to Youth Information Co-ordinator by 5th of each month
			To ensure statistics are collated from each YES Point and provided in a format for the ManagementTeam and Working with Young People Strategy Group	Ongoing	Youth Information Co-ordinator	Monthly, quarterly and annual statistics available
			To develop IT collation analysis	Dec 2002	Senior Youth Worker Youth Information Co-ordinator	IT collation system in place
	Sessional staff training opportunities	In place	Delivery & evaluation of training	By Ongoing Programme	Functional Unit Leader	Attendance recorded
	ICT Training	Dundee City Council training available	Ensure staff are aware of training opportunities	Ongoing	Worker/Line Manager	Attendance recorded

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT						

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
STAFF DEVELOPMENT (CONTD)	To ensure that YI/YES Co-ordinators receive Child Protection briefings To display the departmental confidentiality policy in each YES Point	Frontline NRDD staff have received training Laminated copy available in each YES Point	New recruited staff receive training	Ongoing Completed	Development & Q A Team YES Co-ordinator	Monitor attendance at training sessions Ensure policy is on view at all times and replace if necessary
TO WORK IN PARTNERSHIP WITH YOUNG SCOT	To agree a Service Level Agreement with Young Scot To contact local retailers to secure discounts for young people with a Young Scot Card	Consultation/discussion stage A group of young people supported by the Youth Information Co-ordinator received training from Young Scot. Retailers were contacted by telephone, letter and by appointment	Finalise agreement Local businesses to be contacted Contact main shopping Centre Managers	Sept. 2002 August 2002 December 2002	Manager Youth Information Resource Group Manager/Functional Unit Leader	Evaluation Number of Retailers contacted Presentations made

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- PROVISION OF ACCURATE YOUTH INFORMATION FOR YOUNG PEOPLE

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
TO WORK IN PARTNERSHIP WITH YOUNG SCOT (CONTD)	To order and distribute Young Scot Packs to S1 and S4 pupils annually	2001/2002 packs ordered	Investigate Road Shows as a method of distribution	March 2002	Manager/Y.I.R.G.	Appropriate method of distribution agreed
			Provided appropriate information to support staff to make presentations at schools	February 2002	Youth Information Co-ordinator	S1 & S4 distribution completed
			Co-ordinate distribution to Secondary Schools and off site provision	Nov-Mar 2001/2002	Youth Information Co-ordinator	Successful completed distribution of Young Scot Packs to S1 & S4 pupils
			YES Co-ordinators to liaise with schools	Nov – Mar 2001/2002	YES Co-ordinators	Presentation and distribution completed
			Secure class lists from the Education Department	Completed	Manager	YES Co-ordinators receive class lists

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- INCREASE YOUNG PEOPLES' INVOLVEMENT IN DECISION-MAKING STRUCTURES LOCALLY AND NATIONALLY

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
AUDIT OF CURRENT YOUTH FORUMS	To have a better understanding of the number of Youth Forums currently active within NRDD provision	Youth Forum development is patchy. The development that has taken place is in various forms. It's unclear how many young people are involved. There is an audit taking place of Youth Forums in Dundee.	Extract information about NRDD based forums from current audit. • Model • Number of young people • Issues arising • Activities/action Field visits to staff and young people.	When the audit is finished December 2002	Unit Leader/Manager/ Senior Youth Workers Forum Support Worker	Up-to-date information about current level of Youth Forum activity. Programme of visits established and carried out.
	To link Youth Forums to Community Learning Plan developments	NRDD has piloted C.L. Plans in the four SIP areas in Dundee.	Engage Youth Forums in the process of C.L. Planning and in particular in the identification of needs. Advise key staff about the core elements of Youth Strategy.	Ongoing Annual	Integration Unit Leaders in SIP areas with support of Unit Leader/Manager	Young people are fully involved and their views properly represented in Community Learning Plans.

NEIGHBOURHOOD RESOURCES & DEVELOPMENT DEPARTMENT

Strategic Objective:- INCREASE YOUNG PEOPLES' INVOLVEMENT IN DECISION-MAKING STRUCTURES LOCALLY AND NATIONALLY

Strategic Priority	Primary Objective	Current Situational Assessment	Key Task(s)	Timeline	Responsibility	Key Performance Indicator
STAFF DEVELOPMENT	Provide training for key staff (sessional and established) which leads to greater understanding of expectations, methods and models.	The development of Youth Forums is patchy in Dundee. Nationally the Scottish Youth Parliament is developing. Dundee is now adequately represented. A statement of guidance about Youth Forum development has been produced. We are moving towards a position where YES points are they key resource for Youth Forums but not all staff are confident in their use of YES points.	1 Identify who are the key staff. 2 Design training with colleagues in the Working With Young People Training Group. 3 Secure resources for this training opportunity via the Staff Development and QA Team. 4 Offer training. 5 Monitor progress.	End May 2002 Ongoing Final confirmation required November Initially until end of June 2003	Training Group Training Group Unit Leader Training Group Unit Leader	The number of key staff attending the training Resources secured Increase in the number of Youth Forums in Dundee The number of young people involved in this area of work has increased Dundee has elected reps to SYP AGM in 2001.

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OWNERSHIP BY YOUNG PEOPLE	To enable young people in Dundee to take ownership of this development in order to ensure that Council continues to be advised about what is relevant and of interest to young people	Increasingly young people are showing an interest in this activity. The structures are not sufficiently in place to enable young people to get involved. Those structures are not always the most "Youth Friendly"	1. Continue to work with the Youth Voice Group who are working on ways of sharing information about Forum developments in Dundee and elsewhere. 2. Establish localised Steering Groups of young people to plan and organise a Youth Forum event in this financial year.	Christmas 2001 to complete the initial stage Christmas 2002	Unit Leader Working With Young People Strategic Group	Newsletter in circulation Input to Website agreed Links with other Forums established At least one Steering Group established in West, Central and East Dundee

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CLARITY OF PURPOSE	To achieve shared understanding about the scope of our work under the Strategic Objective	The emerging Scottish Youth Parliament. Patchy development of Forums. Variety of models currently exists. Little consistency between Forums. We need to be much more focussed. Understanding and expectations need to be shared at different levels in NRDD and across the Council. Current audit of Youth Consultation structures	Produce guidance note about Youth Forum development	Early October 2002	Unit Leader	Guidance notes are being used to influence practice.
			Clarify the relationship between local and national structures.	Ongoing	Unit Leader	Duly elected reps from Dundee attend SYP.
			Agenda item at NSTs - brief NDOs.	To be agreed	Unit Leader	Issues being addressed by NSTs.
			Brief elected members.	To be agreed	Unit Leader and Unit Leaders (i)	Two-way flow of information.

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TARGETTING RESOURCES	To ensure that Youth Forum development work continues to be seen as a priority and is achieved to a minimum standard	Youth Forum development work currently attracts core funding as a priority in Youth Work. However, there is a transition phase at present as we firm up what we expect under priority Youth Work	1. Work with Unit Leaders and Working with Young People Strategic Group to achieve common understanding of priorities.	Ongoing	Manager/Unit Leader	Work on the ground reflects shared understanding
			2. Identify where expenditure lies and ensure it is being used to achieve priorities. Where this is not the case negotiate how that will be achieved.	Initially by end September. Thereafter up to end of this financial year.	Manager/Unit Leader	Management Information System in place
			3. Field visits along-side Management Information to monitor progress.	Ongoing	Manager/Unit Leader	Programme of Field Visits.