



Office for Standards
in Education

Self-assessment Report
Local Authority Youth Service

Oldham Youth Service

January 2004

Contents

Section	Page
Introduction and guidance	1
General information	4
Position statement	<u>5</u>
The evaluation requirements	8
The inspection of LA youth services	8
Youth work quality statements	9
Key aspect 1: standards of young people’s achievement and the quality of youth work practice	9
Key aspect 2: quality of curriculum and provision:	21
Key aspect 3: strategic and operational leadership and management	34

Introduction and guidance

The self-assessment report (SAR) for youth work is intended primarily as a management tool. Ofsted will use this as one of the key sources of evidence to be completed by the service in advance of an inspection. The evaluative statements, which form its core, are those of the revised framework for inspection (October 2003). The statements provide the starting point for the self-evaluation process.

Youth services should provide key evidence to support their assessment of performance against these statements. Self-assessment also provides a focused means of dialogue between the service and the reporting inspector (RI). It enables the service to demonstrate areas of strength and articulate where there are weaknesses and hence a need for development.

Key documents or evidence.

Reference evidence from **current and relevant sources**, for example; quality assurance procedures; inspections or reviews; other internal and external evaluations including those provided by Government Office (GO); the implementation of corporate policies; the formulation and implementation of service policies; progress against targets contained in the service plan, progress against national targets for youth services, Best Value reviews. Evidence presented needs to support claims or assertions made by the local authority or youth service. As well as presenting a summary analysis of the extent and pace of progress made by a service, the SAR also provides an opportunity to illustrate where services are facing and tackling particular challenges. Services will have the opportunity to update the position statement three weeks prior to the inspection.

Completion of the SAR.

Youth services are requested to assign a numerical grade to each of the evaluative statements as well as adding any additional evidence in relation to the three key framework aspects. You should allocate your assessment according to the seven-point scale:

1. very good
2. good
3. highly satisfactory
4. satisfactory
5. unsatisfactory
6. poor
7. very poor

The completed SAR should be concise and evaluative. As a guideline, a maximum of six sources of evidence per statement are likely to be sufficient, less where possible.

Application of the SAR.

During stage one of an inspection, Her Majesty's Inspectors (HMI) will use the completed document as a basis for discussion and to guide the specific focus which the subsequent inspection will take. Stage one of the inspection, usually in the preceding term, will be primarily a desk exercise. HMI will carry out an analysis of the graded self-assessment and accompanying evidence. These will contribute to the overall formulation of initial hypotheses which will be presented in the form of a pre-inspection commentary (PIC). Hypotheses will be tested at Stage Two. The PIC will be shared with the Head of Service who will be invited to add any relevant comments.

Position Statement.

Youth services are also invited to produce a position statement of no more than two sides of A4 paper. This should provide information on the local authority's (LA's) council, management and organisational structure (charts may be attached as additions where appropriate). The position statement could usefully include the context of the local authority, arrangements for the delivery of youth work, reporting and accountability mechanisms, the nature of partnership arrangements, budget allocation and management and details of additional funding sources. Attention should be drawn to any particular issue or challenges which a service is currently facing. The opportunity should also be taken for youth services to draw attention to areas of excellence in delivery or performance.

General information

Name of service:	Oldham Youth Service
Name and designation of contact officer:	Pam Griffin
Telephone number:	0161 911 4222
email address:	ecs.pam.griffin@oldham.gov.uk
Local authority department (if applicable):	Education & Culture
Address for correspondence:	Level 9 Civic Centre West street Oldham
Post Code:	OL1 1XJ

Position Statement

As a result of Oldham Youth Service policy to utilise Ariel font size 14 as standard within the Service, this position statement may appear to extend beyond the maximum of two side of A4 paper stipulated in the guidance.

THE BOROUGH

Oldham Metropolitan Borough is situated in the North East of Greater Manchester and covers an area of 14,000 hectares. Oldham's current population is in the region of 219,200, anticipated to rise to 220,500 by 2011.

Oldham's primary and secondary school populations are forecast to remain fairly stable over the next few years, with: a 3.0% reduction in primary aged pupils; and a 0.2% reduction in secondary aged pupils between 2002/3 and 2005/6. However, this masks extremely rapid demographic change relating both to the ethnic composition and the age structure of the population. Ten years ago around 9% of Oldham's population were of minority ethnic origin. Today, the figure is estimated to be 13%, and this is projected to increase to 19% by 2011.

Oldham's Bangladeshi and Pakistani heritage communities are the most geographically concentrated minority communities in Britain. Consequently, the impact of the demographic change is likely to be more marked in a small number of schools. Moreover, Oldham has proportionally more children and young people than the country as a whole. The proportion of the population aged under 16 is 20% in England and Wales, 23% in Oldham as a whole and 29% in the wards of central Oldham. DETR's Indices of Deprivation rank Oldham as the 38th most deprived local authority nationally. However, there are marked contrasts between the Borough's twenty wards. Eighteen of the twenty rank in the top half of the most deprived in England and Wales and, of these, seven rank within the most deprived 10%. By contrast, two wards are in the least deprived half, and one of these is in the most affluent twenty five per cent.

The Child Poverty Index established that nearly half of children (aged under 16) across the Borough are living in families claiming means tested benefits. This figure rises to nearly eight out of ten children in the two most deprived wards.

EDUCATION AND CULTURAL SERVICES DEPARTMENT

Developments since 2000 have included: the appointment of the current Executive Director in 2000; an organisational review, which culminated in a rationalisation and strengthening of the Directorate's third tier, creating a coherent Departmental Senior Management Group.

Prior to the review, youth work was delivered by the Youth and Community Education Service, which also had responsibility for adult education. As a result of the review, these two aspects of delivery were separated and two distinct new services established ; the Lifelong Learning Service and the Youth Service.

The 'new' Youth Service was launched in December 2001, with the appointment of two of the five newly established Youth Officer posts. As part of the review, the Youth Service was also moved from the Lifelong Learning Group (which included: Adult education, Libraries, museums, arts, gallery and sports development), to the Inclusion Group (which includes: Access, SEN, Education out of School and Early Years in addition to the Youth Service).

From 1st December, 2003, a new Senior Leadership Team (SLT) has been established within the Department: the Executive Director has been seconded for 12 months to lead the Council's response to 'Every Child Matters'; the Deputy Director (previously the Assistant Director: School Improvement) has been seconded to the post of Executive Director; the Excellence in Cities Director has been seconded to the post of Assistant Director: School Improvement; and a new post of Assistant Director: Planning and Resources has been established. The current structure of the Department's SLT, including areas of responsibility, is attached at Appendix A. Lines of accountability within the Department follow the structure.

The Council has an established partnership structure, headed up by the Local Strategic Partnership (LSP), feeder partnerships are thematic. The partnerships which report to the LSP are shown at LSP Structure. The Children and Young People's Strategic Partnership is in the process of mapping and reviewing all multi agency groups concerned with children and young people, in order to formalise accountability, inclusion and effective communication for all agencies working with young people

The Youth Service as with all other Council Services has an annual budget allocation. The Council is working towards the establishment of

medium term budgeting, with budgets set for a three year period. In addition, the Council is currently revising its Scheme of Delegation in order to bring budget decision making closer to delivery level. Details of budget the allocation for the Service for 2004-05 is £1,652,480.00.

Oldham is eligible for a wide range of external funding streams. Over the past fifteen months since it was established, the Youth Service has been particularly successful in securing additional funding from a range of 'streams', including: SRB6, NDC, NRF, LSC, Connexions, TYWDF, ESF. Over the past fifteen months, this has totalled £2,841,187.04

The greatest challenge the Service is currently facing is effectively and efficiently making the transition from a very narrowly targeted service to a 'universal service' with targeted provision in support of raising achievement for all young people, inclusion, community cohesion and community safety in a climate of significant change for LA youth services.

For a newly established 'stand alone' service, Oldham Youth Service has made significant changes in the past fifteen months. In general terms, of particular note are: the internal Service culture in terms of the involvement of staff at all levels and grades in the continuing development of the Service and raising the 'public profile' of the Service with partners, elected members and other Council services. In addition, the Service has increased its contact with young people from a baseline of 13,307 in 2000 to 36,485 by December 2003, an increase of 174%. The Service has also introduced a range of quality assurance systems in order to enable close monitoring and evaluation of Service provision and effectiveness.

It is also noteworthy that our self assessment grades are all 'satisfactory' or higher, with service wide acknowledgement that they can (and will) all be improved significantly over the next few years. The three highest priority areas for development for the Service have been identified as: improvement of Youth Service buildings (to make them more attractive to young people and more adequately support the delivery of the Youth Work Curriculum), increasing our 'contact' with young people and the development of 'integrated provision for disabled young people, as opposed to merely targeted work, significantly increasing work targeted at young people in public care and increasing opportunities for and 'take up' of volunteering, and levels 3 & 4 Youth Work training.

The evaluation requirements

The inspection of LA youth services

The overall aim of an inspection of an LA youth service will be to answer the question:

How efficiently and effectively does the LA ensure the provision of a high-quality youth service?

The evaluation requirements that apply to the inspection of youth services cover three key aspects:

- standards of young people's achievement and the quality of youth work practice
- quality of curriculum and provision
- strategic and operational leadership and management.

Youth work quality statements

Key aspect 1: standards of young people’s achievement and the quality of youth work practice

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
Young people’s progress and success in responding to and achieving challenging targets set and negotiated for the acquisition of knowledge, skills and understanding.	4	Accreditation of learning.		Range of partnership work.	Broader range of accredited opportunities.
		Session planning, recording and evaluation sheets.	Hard Copy Section 1 1 Sessional Planner Recording & Evaluation Sheet.doc see additional comments sheet	Relationships with schools Staff Training Community Cohesion	Involving young People in Planning

		Young people's evaluation	Hard copies in Youth centres	Post 16 work training	
		PAYP projects.	Hard copy section 2		
		New start	Hard copy section 3		
		Individual young people's assessments/development plans.	Hard copy section 4		
		Individual recorded outcomes.	MIS Youthbase available at centres		
		D of E presentation evening	Hard copy section 5		
	2	Jigsaw intensive support programme	Hard copy Section 6		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>Young people's personal development, including their attitudes, values and self-confidence.</p>	<p>4</p>	<p>New Start evaluations.</p>	<p>Hard copy section 3</p>	<p>Targeted projects e.g. ACE/PAYP/PSC/Jigsaw.</p>	<p>Broad curriculum planning at centre level</p> <p>Young peoples leadership skills – facilitation/peer support</p>
		<p>Young People's Forums – Youth Centres.</p>	<p>Hard copy section 7</p>	<p>Full-time staff skills</p>	
		<p>Young peoples Individual personal development.</p>	<p>Hard copy section 8</p>	<p>Staffs' ability to develop plans meeting the needs of young people.</p>	
		<p>Session planning and evaluation sheets.</p>	<p>1 Sessional Planner Recording & Evaluation Sheet.doc</p>	<p>Support available for young people to move from Senior member assistant – volunteer – paid worker</p>	
		<p>Young People's engagement in Programme activities.</p>	<p>Observation in centres</p>		
		<p>Individual recorded outcomes.</p>	<p>MIS Youthbase at centres</p>		
		<p>Testimonials</p>	<p>Hard copy Section 9</p>		

Self-assessment report – Local Authority Oldham Youth Service

		Young peoples involvement in recruitment and selection	2 Building bridges evaluation.doc		
--	--	--	-----------------------------------	--	--

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>Young people's ability to function socially and politically as both autonomous individuals and responsible members of a community.</p>	<p>3/4</p>	<p>Evaluation from Empowerment Initiatives.</p>	<p>3 Fusion evaluation 2004.doc</p> <p>4 local democracy week report.doc</p> <p>Local Democracy Week Survey - Staff Response.doc</p> <p>Local Democracy Week Survey - YP Response.doc</p> <p>Local Democracy Week Survey- Councillors' Response.doc</p>	<p>Consulting young people</p> <p>Networking</p>	<p>Accredited Senior Member training.</p> <p>Young people's involvement/representation to adult led decision-making groups.</p>

		<p>Young People's involvement at Local Strategic Partnership events.</p> <p>Young people's involvement in community consultation.</p>	<p>5 Oldham Youth Together Report.doc</p>		
		<p>Youth Charter</p>	<p>6 Youth Charter.pdf</p> <p>6a Session Plan-youth charter.doc</p>		
		<p>Service supports young people to become Senior Member Assistants</p>			

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The quality of youth work practice and the extent to which it meets the needs of all young people.</p>	<p>4</p>	<p>Centre portfolios.</p>	<p>Hard copy in base room</p>	<p>Staff commitment to training and personal development.</p> <p>Active identification and sharing of good practice.</p> <p>Multi-agency/ Partnership working.</p> <p>Mobile fleet.</p> <p>Detached team - hot spotting.</p>	<p>Specialist skills training involving young people in planning.</p> <p>Integrated provision for disabled young people.</p> <p>Young people involvement in peer inspection framework.</p>
		<p>Work planner</p>	<p>Hard copy Section 18</p>		
		<p>Centre delivery plans.</p>	<p>9 Just for You At Failsworth Q.doc</p>		
		<p>Results of customer satisfaction survey.</p>	<p>summary of customer satisfaction survey.doc</p>		
		<p>Minutes from Service Curriculum Development groups (training, events)</p>	<p>a11 Minutes of the Training Panel 4 Nov 03.doc</p> <p>a12 Events Panel minutes 4.3.04.doc</p>		

		Sessional planning and evaluation forms.	1 Sessional Planner Recording & Evaluation Sheet.doc		
		Service representation/ involvement on a range of multi agency groups	a13 Multi agency Working Groups - 10.03.04.xls		
		Staff qualifications/ Involvement in training.	14 Strategic plan.doc - quals a15 SERVICE TRAINING DATA 2003-04.xls		
		Curriculum guidelines (tool kit).	Hard copy in base room – see additional comments		

Self-assessment report – Local Authority Oldham Youth Service

		Quality Assurance framework.	Hard copy in base room – see additional comments		
		Development of mobile/ detached provision	a16 Xpress Monthly report Feb 04.doc Detached team monthly report Hard copy in section 10		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The leadership exercised by youth workers in supporting, guiding and challenging young people.</p>	<p>3/4</p>	<p>Curriculum Guidelines, Quality Assurance Framework.</p>	<p>a17 Curriculum Guidelines.doc Please see additional comments</p>	<p>Diversity of staff teams. Staff skills. Service meeting structure.</p>	<p>Increased availability of qualified staff. Greater use of referrals. Leadership skills training.</p>
		<p>Training available to staff</p>	<p>a18 Education & Culture Staff development opportunities.doc 19 youth service training plan.doc</p>		
		<p>Staff supervision, appraisal and personal development recordings.</p>	<p>supervision notes-format.doc</p>		
		<p>Session planning recording and evaluation report.</p>	<p>1 Sessional Planner Recording & Evaluation Sheet.doc</p>		
		<p>Diversity of staff teams.</p>	<p>14 Strategic plan.doc - quals</p>		

Self-assessment report – Local Authority Oldham Youth Service

		Referrals to other agencies.	Hard copy section 11		
		Staff meetings' minutes.	mins- all staff meeting- 19.1.04.doc		
		Development of training available to young people	Hard copy section 12		

Additional Comments

We have entered 2 grades for the statement relating to young peoples progress and success, this is due to the two distinct areas of work within the Service. We deliver a targeted programme of work incorporating E2E through our JIGSAW programmes, it is this area we have graded a 2, evidence is readily available to show young peoples progress and growth. We have acknowledged that this is room for development with regards to evidencing young peoples progress and success in achieving targets through our Open Access work.

Young people are currently participating in a programme of work relating to their ability to function socially and politically, there will be opportunities to evidence this throughout the visit in June with our OMBC youth forum, Divisional assembly residentials are currently taking place, the last one in April, young people are elected through these residentials and will form the OMBC Youth Forum.

Youth Centres are currently working with young people in formalising Youth Committees within individual Centres.

We have inserted a sample copy of our new sessional planning, recording and evaluation Performa; this is currently being piloted through the Service. They have been redesigned to ensure that learning outcomes and curriculum areas are thread throughout programme delivery. A completed copy of existing session plans have also been inserted.

Our new MIS system – Youth base becomes live 1.4.04. The current data is being transferred and will be able to be available to you in the Centres and in the Base room during June visit.

Key aspect 2: quality of curriculum and provision:

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
How far the curriculum is based on a coherent rationale and meets the needs of young people.	3/4	Curriculum guidelines.	a17 Curriculum Guidelines.doc - rationale	Identification and sharing of good practice.	Customer satisfaction survey.
		Quality Assurance Framework.	Hard copy in base room	Multi-agency partnership working.	Broad curriculum planning at Centre level.
		Session planning and evaluation.	1 Sessional Planner Recording & Evaluation Sheet.doc a12 Events Panel minutes 4.3.04.doc	Membership of multi-agency planning groups. Targeted support for young people not in education, employment or training (pre E2E)	Integrated provision for disabled young people. Targeted support for young people in children's homes.
		Centre portfolios.	Available at centres Hard copy in base room	Targeted work with young people excluded from school	Targeted support for teenage parents

		Service meeting structure and presentation information	Meeting and Communication channels.doc Minutes from CMT, Full time staff meeting and Full service meeting available in base room	from school.	
		Customer satisfaction survey results	summary of customer satisfaction survey.doc Feedback from staff and young people Jan 04.doc		
		Non users survey	Non-User Survey Results - Charts.doc		
		Staff Supervision and Appraisal	20 supervision notes-format.doc		

		Events calendar.	b23 EVENTS calendar 2004.doc		
		Annual targets.	b24 ANNUAL TARGETS 2003 - 2004.doc		
		Community Profiling	Hard copy available in base room		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The extent to which the curriculum observes and promotes the principles of equality, inclusiveness and diversity.</p>	<p>4</p>	<p>Curriculum guidelines.</p>	<p>a17 Curriculum Guidelines.doc</p>	<p>Diverse Profile of staff</p>	<p>Physical access to buildings</p>
		<p>Equality and Diversity Policy</p>	<p>b25 Equality Diversity Policy.pdf Equality for All full service presentation.ppt</p>	<p>Diverse profile of young people Display materials in youth centres</p>	<p>Integrated provision for disabled young people</p>
		<p>Diverse staff teams</p>	<p>14 Strategic plan.doc - quals</p>	<p>Targeted provision</p>	
		<p>Detached Work and Mobile Provision</p>	<p>a16 Xpress Monthly report Feb 04.doc</p>		

		Staff training programme	19 youth service training programme.doc a18 Education & Culture Staff development opportunities.doc		
		Display materials in Youth Centres	Observation		
		Targeted support for disabled young people	Observation		
		Targeted support for Lesbian/gay/bisexual/transgender young people - Out in Oldham	b26 Out in Oldham minutes.doc		
		Equality standards for local government	c42 equality standards LA Youth Service.xls Hard copy – Base room		
		Diversity of Service Users	b27 Diversity of Service Users.xls		
		Range of aids available across the service e.g. hearing loops, Braille signs, dyslexia testing	Observation		

		Service Policy – use of Ariel font size 14 as recommended by DRC	All docs submitted		
--	--	--	--------------------	--	--

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The extent to which action is taken to promote good race relations and eliminate racial discrimination.</p>	<p>3</p>	<p>Diversity of staff teams</p>	<p>14 Strategic plan.doc - quals</p>	<p>Diverse staff teams.</p>	<p>Improving integrated use of Robin Hill. St Johns and 146 Youth Centres in terms of young men/young women;</p>
		<p>Equality and Diversity policy. Equality and Diversity ongoing Agenda item throughout Service meeting schedule – minutes.</p>	<p>b25 Equality Diversity Policy.pdf Equality for All full service presentation.ppt Hard copy of minutes available in base room</p>	<p>Staff monitoring – by ethnicity. Service recruitment. Service wide celebration of range of different cultural and religious festivals.</p>	<p>Asian/white young people. Improving interaction between young people from different communities at Borough wide events.</p>
		<p>Twinning of Youth Centres.</p>	<p>b33 WHITBY RESIDENTIAL.rtf</p>	<p>Staff commitment in undertaking appropriate training</p>	
		<p>Events calendar.</p>	<p>b23 EVENTS calendar 2004.doc</p>		
		<p>PAYP – Community Cohesion Programme plans.</p>	<p>Hard copy section 2</p>		

		Cultural and Race Awareness training – compulsory for staff	a18 Education & Culture Staff development opportunities.doc - cult		
		Departmental Community Cohesion strategy.	b28 Community Cohesion Strategy.pdf		
		Fusion Project.	3 Fusion evaluation 2004.doc		
		Service Delivery Plan – core objectives.	14b Delivery Plan 2004-2005.doc		
		ODPM Community Cohesions Monitoring	b29 ODPM Community Cohesion 17.03.04.doc		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The sufficiency, qualifications, experience and appropriate deployment of youth workers and support staff</p>	<p>4</p>	<p>Service staff structure.</p>	<p>14 Strategic plan.doc - chart</p>	<p>Recruitment and retention.</p> <p>Number of staff being supported through level 3 and 4 qualifying training.</p> <p>Participation in staff development.</p> <p>Comprehensive compulsory training.</p>	<p>Increasing number of trainee posts available.</p> <p>Increased capacity on level 3-course delivery.</p>
		<p>Staff qualifications information.</p>	<p>14 Strategic plan.doc - quals EC training policy.pdf</p>		
		<p>Ratio of full-time/part-time staff.</p>	<p>14 Strategic plan.doc - quals</p>		
		<p>Staff at all levels represented in recruitment and selection for all vacancies.</p>	<p>b30 SHORT LISTING Scale 3.doc</p>		
		<p>Ratio of admin support staff to youth workers.</p>	<p>14 Strategic plan.doc - quals</p>		
		<p>Number of staff trained by the Service at levels 3 and 4.</p>	<p>14 Strategic plan.doc - quals</p>		

		'Opportunities within Youth Work' events	b31 YOUTHWORK OPPORTUNITY 2004.doc		
--	--	---	---	--	--

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
The adequacy, suitability and use of specialist equipment, resources and accommodation.	3/4	Mobile Units	Observation	Breadth of use of performing and creative arts. Public use computers available in majority of full time Centres and Mobile Units. Youth Centres refurbished to date	Additional IT training for youth work staff. Refurbishment of Youth Centres. Identification of interactive, educational software.
		Use of specialist performing Arts Centre.	b32 Specialist Soundshop.doc		
		Range of equipment and resources in Centres	Observation		
		Public Access IT equipment available	Observation		
		Canal boat provision	See additional comments		

Additional Comments

Suitability of buildings varies drastically across the Centres, since the new Service has been established 15 months ago we have been successful in securing external funding to undertake refurbishment

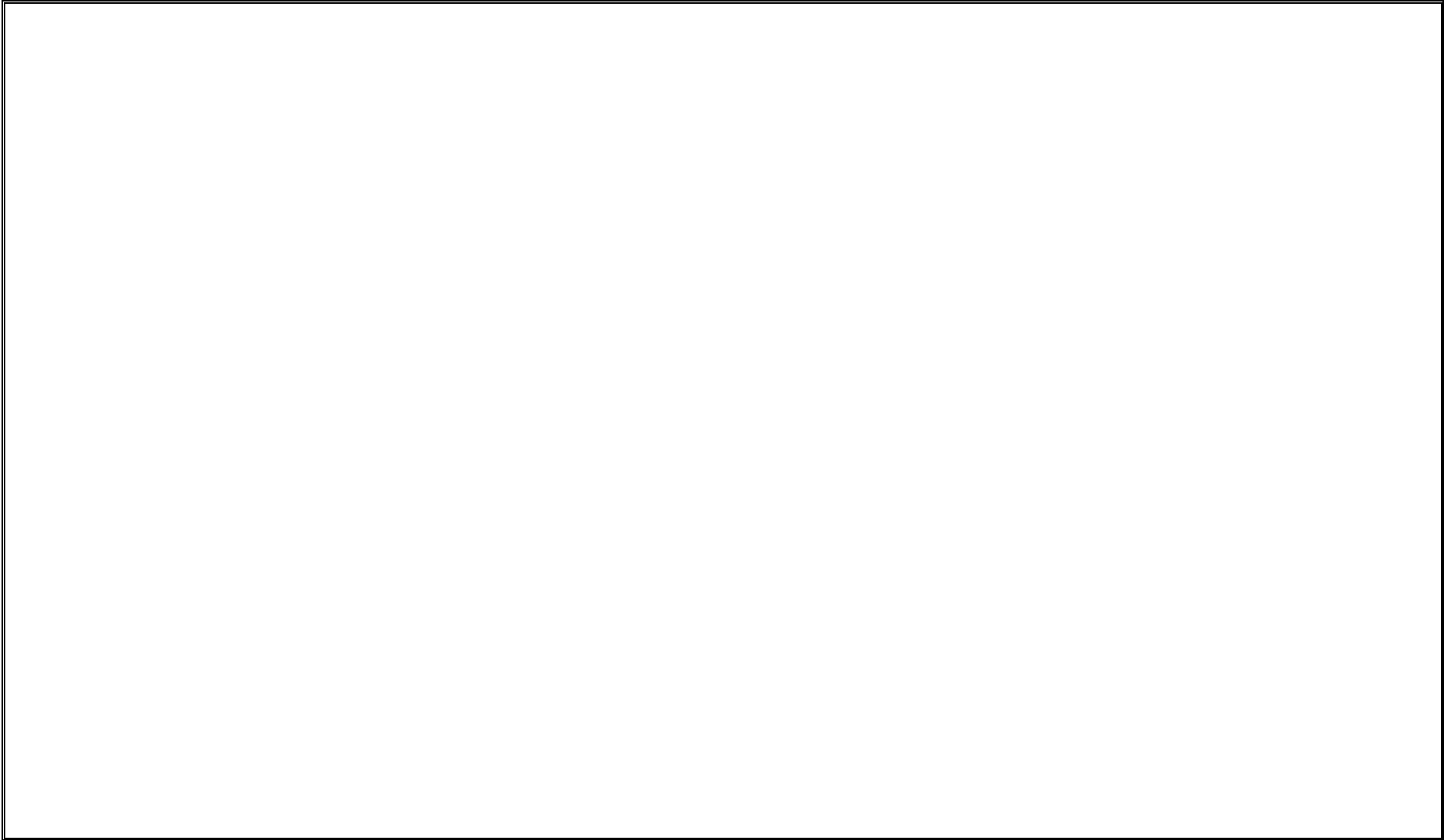
The operation of 3 mobile youth facilities enables the Service to work with a range of partners and the community to meet the diverse needs of young people within communities where there are no permanent youth centres or in partnership with agencies where there are identified 'hotspot's within the local communities

The Service has developed a number of partnerships to broaden our approach to the delivery of youth work; the most recent is the Canal Boat provision. This project is managed through a voluntary agency, however the provision is available to us for use.

We have been reviewing our Quality Assurance Framework throughout the service. As a result, a number of policies and procedures are currently 'work in progress'. Our Curriculum Guidelines has been referenced in this document, this is only section one of three, and we are currently working with staff to build a 'toolkit' of resources.

Our Quality Assurance Framework document is made reference to within this self assessment, a copy has not been attached as we are currently finalising some points and building into the framework a Peer Inspection Programme, this will be completed prior to the visit in June.

No reference is made to our new Child Protection Guidelines, as there did not appear to be an appropriate section re: safeguarding young people. We have stated that a comprehensive folder of ALL policies and guidelines will be made available in the Base Room, however should you require any of these prior to June please contact Lesley Craven



Key aspect 3: strategic and operational leadership and management

Strategic leadership and management

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The effectiveness with which the LA establishes a clear sense of strategic direction, ensures the provision of an appropriate curriculum, carries out its quality assurance responsibilities for the youth service and ensures that these are clearly understood by staff at all levels.</p>	3	Lifelong Learning Partnership 14 – 19 sub group	c33 Vision and Strategy for 14-19 phase of learning.doc	Departmental briefings	
		LSP Community Strategy	c34 LSP Structure Diagram.ppt	Inclusion Group information sharing and targeted meetings	
		Departmental Staff Briefings	c36 Departmental Staff Briefing - 23.2.ppt	Internal Audit action plan and monitoring	
		Education and Cultural Services Senior Management Group Meetings	ECSSMG Minutes.doc ECSSMG minutes1.doc	Youth Service full Service meetings Staff involved in planning process	
		Inclusion Group Meetings	MAR 8 15 - INCLUSION GROUP AGENDA.doc		

		Supervision -Youth Service Strategic Plan	14 Strategic plan.doc	Staff communication delivery plan	
		Youth Service Delivery Plan	14b Delivery Plan 2004-2005.doc		
		Internal Audit Action Plan	c38 Audit report Youth Service Report final.doc C38 YS operational Action plan Audit Report 2002.doc		
		Employee Appraisal and Development Scheme	c39 EMPLOYEE APPRAISAL & DEVELOPMENT SCHEME.pdf		
		Youth Service full staff meetings, consultation of Service priorities	The Service Plan presentation to full staff meeting.ppt Feedback from staff and young people jan 04.doc		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The sufficiency of resources available to the youth service based on the Education Formula Spending (EFS), the efficiency and effectiveness with which these resources are deployed, and the LA's effectiveness in securing additional resources.</p>	<p>4</p>	<p>Youth Service Core Budget Service budget profile</p>	<p>14 Strategic plan.doc - budge LAFIS hard copy base room</p>	<p>Service ability to successfully secure additional external funding</p>	<p>Increase in core budget allocation to Service to reflect community priority</p>
		<p>External funding secured</p>	<p>c30 External funding.xls TYWDF plan 2003-04.doc</p>		
		<p>Oldham Children and Youth Alliance</p>	<p>Hard copy Section 13</p>		
		<p>Service Level Agreements with external agencies</p>	<p>Hard copy Section 14</p>		
		<p>BVP1 33 performance</p>	<p>14 Strategic plan.doc - BVPI</p>		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The effectiveness of the LA's approach towards inclusion and diversity through the work of the youth service, particularly with respect to promoting racial equality and ensuring equality of access for all young people including those with disabilities.</p>	<p>3</p>	<p>Equal Opportunities Policy</p>	<p>b25 Equality Diversity Policy.pdf</p>	<p>Gender and ethnic profile of young people engaging with the Service reflects that of the whole age group cohort within the Borough</p>	<p>Increase provision for young disabled people</p>
		<p>Youth Service Strategic Plan</p>	<p>14 Strategic plan.doc</p>		
		<p>RES (OMBC Race Equality Scheme)</p>	<p>Hard copy in Base room</p>		
		<p>MIS Youth base data</p>	<p>MIS Youthbase available at centres</p>		
		<p>Mobile and Detached provision</p>	<p>a16 Xpress Monthly report Feb 04.doc</p>		
		<p>Corporate Plan Priorities</p>	<p>14a Service Improvement plan 2004 new format 2.doc</p>		
		<p>ECS Community Cohesion Strategy</p>	<p>b28 Community Cohesion Strategy.pdf</p>		

Self-assessment report – Local Authority Oldham Youth Service

		Service assessment against Equality Standards for Local Government	c42 equality standards LA Youth Service.xls		
		Service Improvement Plan	14a Service Improvement plan 2004 new format 2.doc		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The extent to which young people are actively involved in the specification, management, provision and quality assurance of the youth service.</p>	<p>3</p>	<p>Young People’s Forum within Centres</p>	<p>Hard copy section 7</p>	<p>Relationships with schools/partner agencies to develop OMBC Youth Forum</p> <p>Ability to undertake consultation exercises with young people</p> <p>Work underway to involve young people in Peer Inspection Framework – structures for the Service.</p>	<p>Identify ‘Ambassador’ (young person) through OMBC Forum to work on Quality Assurance</p> <p>Increased participation by young people in adult led decision making groups</p> <p>Training for young people to be involved in recruitment and selection of staff</p>
		<p>Youth Charter</p>	<p>6 Youth Charter.pdf</p>		
		<p>Customer Satisfaction Survey</p>	<p>summary of customer satisfaction survey.doc</p> <p>Feedback from staff and young people jan 04.doc</p>		
		<p>OMBC Youth Forum</p>	<p>Hard copy in base room</p>		
		<p>Recruitment of Empowerment Workers</p>	<p>c44 Job descr and person spec - Yth Empowerment.rtf</p>		
		<p>Divisional Assemblies</p>	<p>Hard copy Section 15</p>		

		Risk Assessments completed by young people	Hard copy Section 16		
--	--	--	-------------------------	--	--

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The range and impact on achievement of the partnership arrangements entered into by the LA to support the work of the youth service.</p>	<p>4</p>	<p>LA/Voluntary sector Compact</p>	<p>c45 Compact document.doc</p>	<p>Comprehensive range of partnerships established and operating</p> <p>Youth Service involved in a full range of partnerships</p>	<p>Development of a Youth Strategy for the Borough</p> <p>Development of joint commissioning through CYPSP</p>
		<p>Children and Young People's Strategic Partnership (CYPSP)</p>	<p>Children and Young People's Strategic Partnership Minutes 21.01.04.doc</p>		
		<p>Connexions Local Management Committee</p>	<p>c47 cx local management committee.doc</p>		
		<p>Local Strategic Partnership structure</p>	<p>c34LSP Structure Diagram.ppt</p>		
		<p>Crime and Disorder Partnership and Youth Justice subgroup</p>	<p>c53CSU Operational Plan 2003-2004.doc</p>		
		<p>Lifelong Learning Partnership 14-19 sub group – vision & strategy</p>	<p>c33 Vision and Strategy for 14-19 phase of learning.doc</p>		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The contribution made by the youth service to the Connexions partnership and other services designed to support young people.</p>	<p>4</p>	<p>Partnership involvement in multi-agency groups</p>	<p>a13 Multi agency Working Groups - 10.03.04.xls</p>	<p>Majority of full time workers have completed Connexions Diploma training</p> <p>All part time workers undertake Understanding Connexions</p>	<p>Further develop joint training programme</p> <p>Meeting additional training requirements from other services</p>
		<p>Referrals to other agencies</p>	<p>Hard copy</p> <p>Section 11</p>		
		<p>Pre E2E and E2E provision</p>	<p>Hard copy in base room</p>		
		<p>Connexions PA's accessing young people through Youth Service Provision</p>	<p>Discussion with workers and young people during observation and focus groups</p>		
		<p>Head of Youth Service on LMC</p>	<p>c47 cx local management committee.doc</p>		
		<p>Youth Service delivery of PAYP</p>	<p>Hard copy</p> <p>Section 2</p>		

		<p>Youth Service delivery of 'U' Project</p>	<p>Evaluation in base room</p> <p>Observation</p> <p>See additional comments</p>		
		<p>Delivering training with staff from other services re working with young people</p>	<p>19 youth service training programme.doc</p> <p>Evaluation Skills workshops hard copy in base room</p>		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
Whether the LA provides workers and young people with a healthy and safe working environment.	4	Risk Assessments	Hard copy in base room	Staff and young people have clear guidelines to adhere to Training offered to inform staff across the Service of levels of responsibility and accountability Increase young people's involvement in Peer Inspection	First Aid Qualified staff in all Centres
		Health & Safety Procedures	Manual in base room		
		Off Site Activities Procedures	Manual in base room		
		Investor in People Award	19 youth service training programme.doc c39 EMPLOYEE APPRAISAL & DEVELOPMENT SCHEME.pdf		
		Youth Charter	6 Youth Charter.pdf		
		Annual Fire Inspections	Certificates in centres		
		Placements for young people checked re Health & Safety	Hard copy Section 16		

		Code of Conduct	c48 Code of Conduct for Employees.doc		
		Policies to support Safe Practice	Comprehensive policy folder in base room – available prior to inspection if req'd		
		Peer Inspection Framework	Observation Hard copy in base room		
		Customer Satisfaction Survey	summary of customer satisfaction survey.doc Feedback from staff and young people jan 04.doc		
		Staff Survey	c49 Staff Survey analysis.xls		

Additional Comments

We have not submitted copies of minutes to all our meetings due to the volume of evidence this would create. These will be available within the Base Room in June.

Operational leadership and management

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The effectiveness in practice of the assessment of need, the identification of priority groups, and the strategies devised to promote inclusiveness, equality and diversity.</p>	<p>4</p>	<p>Service Involved in multi agency planning groups at strategic and operational levels</p>	<p>a13 Multi agency Working Groups - 10.03.04.xls</p>	<p>Information sharing between agencies on needs assessment</p> <p>Joint partnership working and initiatives eg Operation Triangle</p>	<p>Development of a comprehensive Youth Strategy for the Borough</p>
		<p>Information on needs shared by contributing agencies</p>	<p>14 Strategic plan.doc - PART</p>		
		<p>Equal Opportunities policy</p>	<p>c42 equality standards LA Youth Service.xls</p> <p>b25 Equality Diversity Policy.pdf</p>		
		<p>Youth service Strategic Plan</p>	<p>14 Strategic plan.doc</p>		

		<p>Department meetings: Senior Management Group and Inclusion Group</p>	<p>MAR 8 15 - INCLUSION GROUP AGENDA.doc</p> <p>ECSSMG Minutes.doc</p>		
		<p>Lifelong Learning Partnership Strategy</p>	<p>c33 Vision and Strategy for 14- 19 phase of learning.doc</p>		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>The efficiency of the direct, day-to-day management of the service, the quality of leadership, and the contribution made by both to high standards and the good morale of staff and young people.</p>	<p>3</p>	<p>Planning and Review Cycle</p>	<p>c50 Planning & Review Cycle.pdf</p>	<p>Inclusive approach to planning meetings across the Service</p>	
		<p>Results from Staff Survey</p>	<p>c49 Staff Survey analysis.xls</p>	<p>Supportive culture throughout the Service</p>	<p>Increased involvement of young people in decision making i.e. 'their service'</p>
		<p>Service Meeting Structure</p>	<p>Meeting and Communication channels.doc</p>	<p>Staff/Young People's achievements acknowledged</p>	<p>Recorded outcomes for young people i.e. achievements</p>
		<p>Supervision and Appraisal System</p>	<p>c39 EMPLOYEE APPRAISAL & DEVELOPMENT SCHEME.pdf 20 supervision notes-format.doc</p>	<p>Managers offer positive role models for staff and young people</p>	<p>Time management – increased demands on the Service</p>
		<p>MIS – Youth base</p>	<p>MIS Youthbase at Centre</p>	<p>Officers</p>	

	Peer Inspection Framework	Hard copy available in base room – see additional comments	demonstrate and coach fieldwork staff in good youth work practice by being directly involved in face to face work with young people and the delivery of training
	Staff Development Policy Investors in People	c51 STAFF DEVELOPMENT POLICY Youth Service.doc EC training policy.pdf Hard Copy section 17	
	Induction Booklet	c52 INITIAL INDUCTION.doc	
	Staff representation at all levels on various panels e.g. events/training	a11 Minutes of the Training Panel 4 Nov 03.doc a12 Events Panel minutes 4.3.04.doc	

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
The quality of curriculum leadership and co-ordination.	3	Divisional Team meetings	Hard copy available in base rooms	Full Service Staff meeting Range of training available to staff Numbers of staff participating in training and personal development All Service managers are very skilled and experienced within their work roles especially youth work The Cohesion and team working within the management team Identification and highlighting of quality practice which is shared at full time staff	Improve monitoring of comprehensive curriculum delivery in every Centre/project
		Centre Programme Plans	9 Just for You At Failsworth Q.doc		
		CMT Meetings	Hard copy available in base room		
		Training Programme	19 youth service training programme.doc		
		Centre Visits Record sheets	Record of Unit Visit.doc		
		Quality of line management supervision	20 supervision notes-format.doc		

		Full Service Staff meetings	Evaluation of full staff meeting.doc mins- all staff meeting- 19.1.04.doc	shared at full time staff meetings	
--	--	-----------------------------	--	------------------------------------	--

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
<p>How well quality–assurance arrangements and the collection and interpretation of local and national service performance indicators are used to inform judgements made on standards.</p>	<p>4</p>	Quality Assurance Framework	Hard copy in base room	<p>Staff at all levels involved in identifying areas for Service improvement as part of planning cycle</p> <p>Targets set for individual centres</p>	<p>Involvement of young people in formal self-inspection process</p> <p>Analysis of data from MIS reports embedded in practice</p>
		Targets set in Service Delivery Plans	14b Delivery Plan 2004-2005.doc		
		Customer Satisfaction Survey results	summary of customer satisfaction survey.doc		
		Staff Supervision	20 supervision notes-format.doc		
		Youth base MIS	MIS Youthbase at Centres		
		Full Service, Full-time Staff, Divisional and Management meetings	Hard copy in base room		
		Centre visit record sheets	Record of Unit Visit.doc		

Quality Statement	Your grade	(1) Key evidence	(2) State source of evidence	Areas of strength	Areas for development
How well the service measures its cost effectiveness and takes full account of best value.	5	BPVI 33	14 Strategic plan.doc - BVPI	Continued requests to deliver work from other agencies	Introducing and making best use of MIS data In order to measure cost effectiveness more rigourously and systematically
		Staff to young people contact ratio's	Mis Youthbase at Centres		
		Requests from other agencies to deliver work and Service Level Agreements	Contracts with PAYP, Options and LSC hard copies in base office		

Additional Comments