



# **Mid-Term Evaluation of the Knowle West Youth Moves Project**

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## 1. INTRODUCTION

The South West Regional Youth Work Adviser was asked by the Director of Youth Moves to conduct a mid term assessment of the project's effectiveness against its original objectives. The evaluation was conducted in February 2005, and sought to assess the project's achievements in the following areas:

- Increase in the active participation of young people in the specification, governance, management, delivery and quality assurance of youth services
- Provision of a range of high quality services providing social, cultural and educational opportunities for personal development, to meet the identified needs of young people
- Broadening the scope of youth work to provide a holistic approach to the provision of services to young people
- Raising the expectations and broadening the horizons of young people.

Youth Moves set out to achieve these objectives through the action points identified in its Service Provider Action Plan:

- Recording and accrediting young people's learning
- Enabling young people to re-engage positively with education through schools work and tackling disaffection
- Enabling young people to access information and advice
- Information sharing between providers
- Enable the voice of young people to be heard and influence decision making
- Improve young people's perception of customer service quality and provision of relevant service through a satisfaction survey
- To promote a rich diversity of opportunities and choices for personal and social development
- Preventing and addressing inequality, disaffection and exclusion
- Quality management
- Contact and participation with young people
- Crime Prevention and Community Safety.

The evaluation has focused on the development of good practice and partnership building as vehicles for achieving the project's objectives. It aims to highlight positive and negative factors impacting on Youth Moves' progress so far, and its potential to achieve its objectives within the funding timescale. The evaluation took place just before the mid point in the funding cycle, when, due to a slightly delayed start following the recruitment of staff, Youth Moves has been operational for 10 months, and has a further 19 months ahead.

## 2. METHODOLOGY

The evaluation was carried out during the week beginning 14 February 2005. This was the half term break, which had an impact on the youth work provided in the area, with some provision closed to accommodate staff holidays and sickness, and some others reporting lower than normal attendances. (It was not possible during the evaluation to validate the assertion about attendance levels: it may be that attendances are quite low in general). Some extra daytime provision was in place at Inns Court Project and through Positive Futures.

The Regional Youth Work Adviser spent two days in the area, interviewing key people from each of the youth projects, members of the Youth Moves Board, and the local Youth Forum. Some observation of youth work practice also took place, although this was more limited than intended due to low attendances, and the unscheduled closure of one project. Documents provided by Youth Moves staff have also informed the evaluation by providing background information and an overview of current youth work in the area. Documents which informed the evaluation include:

- Urban Business Plan
- SRB bid
- Service Provider Action Plan
- Quarterly reports for October- December 2004
- Youth Moves Baseline and Needs Assessment Final Report (Wavehill consulting, 2005)
- Youth Moves Development Report, February 2005
- Financial and budget information.

A draft report was then submitted to the Managing Director of Youth Moves for comments and amendments, and the final report is now available.

## 3. CONTEXT FOR THE EVALUATION

Filwood is one of the most economically deprived wards in the South West Region. Funding for regeneration has been available to the area for a number of years, and this has resulted in a number of initiatives to improve facilities for young people, to increase their engagement with education, employment and training and contribute to crime reduction in the area. The area is home to 1,720 young people aged 10-19, of whom 5.4% are from Black and Minority Ethnic groups (2001 census data).

Four purpose built youth centres service the Knowle West estate. These are Filwood Youth Centre (voluntary sector), Broad Plain House (voluntary sector), Eagle House Youth Centre (Bristol City Council) and Inns Court (voluntary sector). All have had some degree of refurbishment in recent years, in many cases funded by regeneration sources, and the Inns Court Centre is part of a complex built with regeneration resources as recently as 1998. All these centres are open on weekday evenings, (Monday to Thursday) offering a programme of open access, generic youth work, supplemented by some more specialised project work. This plethora of small youth centres is

symptomatic of a lack of strategic thinking regarding the development of youth work in this area.

Each centre draws community support from local residents, and previous attempts to reduce the number of centres on the estate have failed as a result of community pressure on funding bodies.

The centre based provision is supplemented by a well established Detached Youth Work Team working across the estate from an office base at Eagle House Youth Centre. There is also a Youth Participation and Accreditation Project, currently funded through Youth Moves, which supports the Knowle West Youth Forum, and aims to encourage the accreditation of young people's learning through involvement in youth work. This Project is housed in a separate shop unit on Filwood Broadway.

A key feature of all these separate projects is small teams of largely part-time, sessional staff. There is limited capacity to move staff from one project to another when extra resources are required and all projects are subject to disruption if staff are ill or vacancies are unfilled, or annual leave across staff teams is not planned appropriately.

In addition to this open access youth work, there are a number of projects and agencies working with young people in the area. The Positive Futures project, which uses sport as a tool to engage with young people in crime reduction and anti-drugs work, is housed in the Park Centre, along with Project X, a multi-agency team including Connexions and the Youth Inclusion Support Panel. The office base for Youth Moves is also in the Park Centre.

A number of organisations play a role in managing the range of youth provision in the area. These include:

- Knowle West Development Trust
- The Mede Centre
- Management committees at Broad Plain House and Filwood Youth Centre
- Young Bristol
- Bristol City Council Young People's Service.

With the exceptions of the Young People's Service and Young Bristol, the management agencies are not youth work specialists, and staff in the projects have had considerable autonomy to make decisions about their programmes and delivery. This has led to inconsistent approaches across the patch, and a culture of strong independence within some of the youth work projects, combined with resistance to attempts to set targets for work, or take work in particular directions, especially if seen as imposed from outside. In some projects, this seems to have led to programmes based more on the interests and convenience of staff than on the identified needs of young people: an obvious example of this is the current opening hours of youth centres. Efforts by Youth Moves to direct the work are seen by some staff in projects as impositions from outside, and infringements on their freedom to work with young people as they see fit.

Despite, or perhaps because of, this climate of laissez-faire management of individual projects, there are unusually high levels of long term sickness amongst staff in projects. It is possible that staff who receive limited management guidance and support reach 'burn-out' point resulting in stress related illnesses. Combined with difficulties

experienced in filling youth work vacancies (a national problem), this results in inconsistent services, with sessions closed at short notice.

Some creative and interesting work with young people is undertaken through the Youth Moves projects. Examples include the 'Learning through Football' programme run through Broad Plain House, the Vee-Jay project run through the detached work team, self defence sessions at Eagle House Youth Centre and the Positive Futures Junior and Community Sports Leader Awards.

Workers from some of the youth projects in the area were involved in making the initial bid to SRB6 and Urban for improved and co-ordinated youth services. The initial bid was turned down as too ambitious, and the bid that resulted in Youth Moves was seen by some as much more managerial and less creative. There is evidence of some resistance to Youth Moves from some of those involved in the initial bid, as they feel important elements were lost in translation. The Youth Moves Board needs to take steps to resolve this issue.

The decision making process within Youth Moves is seen as frustratingly slow. The composition of the Board, while inclusive, has not yet achieved a balance between those who can make decisions based on broad understanding of the needs of young people, and those who are stakeholders in the project as a result of receiving funding to continue particular pieces of work. There is currently no active mechanism for young people's voices to be heard directly at Board level, as the current Youth Forum is not regarded as sufficiently representative of young people in the area to take on this role. These issues need to be resolved by the Youth Moves Board.

#### 4. PROGRESS TOWARDS YOUTH MOVES OBJECTIVES

The objectives are taken from the Youth Moves Action Plan which were developed by Youth Moves Management Team and Project Managers. It should be noted that this evaluation took place 10 months into the active operation of Youth Moves, and concerns at this stage can be addressed in the remaining 19 months of the funding period.

##### **Increase in the active participation of young people in the specification, governance, management, delivery and quality assurance of youth services**

The Service Providers Action Plan sets clear milestones and targets for this area of work. Outputs include increase in numbers of young people involved in design, implementation or management of funded projects, numbers of young people involved in community decision making forums and numbers of young people benefiting from increased activity. There is expectation of activity from all funded projects, with particular responsibility for developing this area lying with the Participation and Accreditation Project, and the Youth Moves Director.

Progress on this area of work has inevitably been affected by the long term sick leave of the Participation Project Manager, an issue which Youth Moves needs to address. The duties of this post are currently covered by the Accreditation Worker. Staff from the Participation and Accreditation Team are available to support this work.

The Youth Moves Action Plan has targets aimed at developing user groups in projects. Youth Moves prioritised this area of work and now there is evidence of the development of user groups in at least two of the Youth Projects, Inns Court and Eagle House. In the case of Eagle House, this is supported by a worker from the Participation Team, working with centre staff, while at Inns Court the work is done by the centre staff team. Young

people in these centres are beginning to play a role in planning provision, and are actively engaged in the design and refurbishment of centres.

At Eagle House, there was also evidence of at least one young man getting involved in the local community, on environmental issues, and receiving recognition for this learning through accreditation.

As yet, however, this has not translated into young people's involvement in the Youth Moves Strategic Partnership. Hopefully, the Youth Conference planned for March will help to take this forward, by engaging young people across the whole area, not only at project level. Opportunities for development here should not be missed, as it is likely that the presence of young people on the Youth Moves Board would strengthen its ability to make tough decisions.

The development of a Charter for Youth Moves, a target in the Action Plan, setting out young people's entitlement to services has not yet occurred, and would be of enormous benefit to the project and the area as a whole. It would provide a framework, agreed by young people, to determine the level and range of services that could be expected in the area, and would help to bring together the currently disparate range of projects in the area. The plans to use the March conference as a platform to initiate this process should not be lost, and this needs to be built into the thinking of the conference planning group as a matter of urgency.

In short, some progress has been made on this issue, but given the resources allocated to this area of work, such progress is relatively slow. Several current Youth Forum members are coming to the end of their time with the project, and the Forum will need to be revitalised by the recruitment of more and different young people if it is to fulfil its role as a representative body for the area. The Youth Forum is involved in the planning of the March Conference, and this provides an opportunity to seek new members and enthuse more young people about taking an active role in their community.

Under a previous funding stream, the Youth Forum had access to a pot of funding for small grants that they could allocate to local projects. There are strong arguments for establishing a similar scheme now, possibly supported by the national 'Youth Bank' project.

The Participation Project has a crucial role to play in making this area of work effective. Even with current sickness levels, the project is very well resourced: many Youth Services operate effective participation work through a team of this size, working across a whole borough or county: and Youth Moves should ensure that these resources are being used appropriately to further young people's participation in decision making that affects their lives. There is a need to develop a planned approach to engaging young people in the area.

**Provision of a range of high quality services providing social, cultural and educational opportunities for personal development, to meet the identified needs of young people**

There are many elements to this objective, and several of the categories outlines in the Service Providers Action Plan make reference to it. I have used some headings of my own to structure this section.

### Identifying and assessing need

The Youth Moves Baseline and Needs Assessment document (Wavehill consulting, 2005) provides a helpful, and easily updated summary of much of the quantitative and statistical data available on the Filwood area. It notes low levels of educational achievement, high unemployment, concerns about crime and fear of crime and high rates for teenage pregnancies as key issues impacting on young people in the area. It is clear from this data that young people living in Filwood start life with disadvantages, some of which can be reduced by effective youth work.

The Wavehill document also records the findings of a questionnaire administered to young people through youth projects, schools and on the street, seeking their views about youth provision and other issues that affect their lives. Two forms of the questionnaire were designed, one for street based interviews and one for use in youth centres and schools. A combined total of 182 returns were received, around 11% of the 10-19 population in the area. The document acknowledges that the lengthy and complex nature of the questionnaire may have led to a relatively low response rate, making it difficult to analyse the findings in relation to young people's demands/expectations of youth provision.

It is therefore difficult to talk with any confidence about the specific needs of young people for youth work in the area. Youth Moves should consider undertaking a shorter, more focussed study of 'what young people want', possibly combining this with consultation on a Youth Charter and the development of an annual User Survey for youth provision. Better information on young people's needs and expectations will assist planning for future work.

### Access to information and advice

Connexions Youth Information Points have been established in some locations (Eagle House, The Park). Staff at the Participation and Accreditation Team base at Filwood Broadway report that young people drop in to their office asking for advice and information. It is not clear, however, whether the unit is geared up for this, in terms of information available, or staff trained and confident to deliver information and advice. This evaluation has not addressed this issue in detail.

### Promotion of a rich diversity of opportunities and choices for personal and social development

Youth Moves has worked with partner organisations to organise events to promote aspects of youth work, including accreditation and participation. Staff from partner projects have taken part in joint training activities on a range of issues, which taken together, contribute to improving the quality of youth work in the area. More work could be done, in line with the Youth Moves Action Plan to organise joint events, making use of themes provided through, for example National Youth Work Week, Local Democracy Week and others. These could enable all projects to make a specific contribution, using their own specialisms and expertise. Public events of this nature, possibly held in 'neutral' venues could open up youth provision to a wider range of young people, and help break down the territorialism alleged to be rife on the estate.

Although some marketing has taken place (ie development of Logo for Youth Moves and the impending website due to go live early in March 05), as yet, it has not been possible to provide joint marketing and publicity materials for youth projects in the area. This would also help to counter the territorialism in the community, and show young people that there are links between projects. Some projects see little value in joint marketing, suggesting that projects still see themselves as in competition for a limited field of young people (1,720 young people aged 10-19): and at present, that is probably the case! More work is needed to encourage a shared vision for youth work on the estate, with valued contributions from all partner organisations.

### Targeted and specialist provision

All the youth projects work from an open access perspective, and integrate specific pieces of curriculum work within their programmes. Concerns were expressed by a number of interviewees that they feel under pressure to engage young people in specific projects around, for example, sex and relationships, substance misuse, anti-racist work etc. It seems that many workers lack confidence in their ability to introduce this work and engage young people in it. They would benefit from seeing examples of how such work can be made 'fun' and can be made to grow organically within their youth work settings. Positive Futures offers opportunities to use sports as a vehicle for exploring drug use, gender issues, racism and many other 'issues'. Other projects could explore similar techniques, using different tools such as music, games, international exchanges or dance. The proposal from Youth Moves to identify workers who could work alongside projects to develop curriculum work would be helpful, but would need to recognise existing strengths and experience within staff teams, and be careful not to impose ways of working which disempower part-time and voluntary staff.

Quarterly reports indicate a relatively low level of engagement with equalities issues or targeted work with young people who could be marginalised in youth projects: young women, disabled young people, young BME people and lesbian, gay and bi-sexual young people. Given the substantial resources for youth work in the area, this is disappointing, and means that equalities issues are not being adequately addressed in the area. Youth Moves should consider targeting resources more effectively at this aspect of youth work. At present, while young people in the area have a choice of venues and settings for youth work, there is insufficient differentiation in the 'offer' at each centre. The development of a Young Women's Night at Inns Court is to be commended as a starting point: perhaps a Young Men's Night at another centre on the same evening would provide a forum to discuss gender issues with young men, and ensure that those attending the Young Women's Night are not hassled by young men?

### Partnership working

Under the auspices of Youth Moves, several partnership projects have been initiated, including work with Hengrove School, and the development of a Health Drop-in for young people. These have involved youth work projects working in partnership, not just with each other, but also with other organisations with an interest in young people, albeit with different priorities and aims. The work undertaken by the detached work team with the school seems to be well received (it was not possible to visit as the evaluation took place in half term holidays), although some difficulties in communication have been experienced, and youth workers have struggled to deal with other professionals with different approaches to their own.

Youth Workers tend to have difficulties describing what they do concisely to other professionals, and more could be done to help with this, possibly through the development of a simple youth work curriculum statement. (*This may already exist in Bristol Young People's Service: if so, there is no need to reinvent it*).

Youth Moves has been praised by interviewees for its ability to make contacts and bring youth workers into wider networks, and there may be a need for more focus on ensuring there is mutual understanding and a clear process of communication at the start of partnership projects, to anticipate any problems that may occur through joint working. This is an important aspect of Youth Moves, and could be further developed. For example, little evidence of networking between youth workers and Project X was seen during the evaluation. One interviewee commented that more work should be done in making links with other community based organisations.

### Contact and participation

Data collection systems are in their infancy for providers in the area, and youth workers nationally tend to be resistant to collecting information on young people. However, quarterly returns to Youth Moves give some indication of the numbers of young people in contact with youth work organisations, and some information about who they are. With so many projects so close together, it is acknowledged that there must be a significant degree of double counting of young people, so it is difficult to draw conclusions from the existing data. Youth Moves will need to establish a data collection system which is in line with Government policy on Information Sharing for Children and Young People's Services, and compatible with Bristol Young People's Service systems as soon as it can.

Youth Moves has adopted the national targets for youth service contact and participation (DfES 2003). This provides a reasonable baseline expectation (25% of 13-19 population in contact with youth work, 15% as active participants, and associated targets for accredited and recorded outcomes). However, given the high level of resources available for youth work in Knowle West, it may have been appropriate to set higher targets for the percentage of young people involved.

Many Youth Services across the country report that the targets for recorded and accredited outcomes are 'challenging'. In Knowle West, there has been investment in accreditation over a number of years, through the Accreditation Project. The number of accredited outcomes resulting from this project is disappointingly low, given the level of investment. There has been historic resistance to accrediting young people's learning from youth workers who have seen it as 'too much like school', but there is evidence from at least two projects (Eagle House and Inns Court) that at least some youth workers are now promoting accreditation routes to young people, and the Accreditation project is offering support to staff and young people. In addition, the Positive Futures project has engaged a number of young people in Junior and Community Sports Leader Awards. Hopefully these initiatives will lead to a significant increase in the numbers of young people gaining accreditation, but it will be important to devote management attention to this area of work.

### Quality management

Considerable progress has been made by Youth Moves on implementing aspects of a quality framework for youth work. Investment has been made in staff training, both one-off events and qualification programmes, and workers value the locally based joint training that has been organised. A staff appraisal process is also in place, although not yet fully implemented. The quarterly reporting system, based on a system used by Bristol Young People's Service, provides a useful framework to assess developments in different projects, and identify common themes and concerns.

As identified earlier, work on the production of a marketing strategy has been slower than anticipated, and needs to be developed in order to increase young people's access to youth provision in the area. Youth Moves has begun to research adopting a recognised quality framework (for example, the new National Youth Agency Quality Mark) to provide a more rounded approach to quality management for the programme. At present, the focus seems to be on monitoring and reporting, and this needs to be balanced by measures that will encourage and promote good practice.

### **Broadening the scope of youth work to provide a holistic approach to the provision of services to young people**

#### Integrated planning

At present, the various youth projects in the area plan their own work independently of each other. While they all report to Youth Moves on a quarterly basis, there is little evidence that they work together to plan curriculum and events. The impression is that while young people have a choice of venue, the choice of activities offered remains quite limited. The estate wide projects, the detached team and accreditation and participation teams, are not particularly well networked with all the centres. The extent to which they are used by or work with different projects seems to rely too heavily on existing relationships with individual workers. If Youth Moves is to succeed in improving the range and quality of experiences for young people in the area, it needs to actively engage all partner providers in a joint planning process, ideally based around a Charter for young people. This will require a more radical approach than has so far been taken to bring organisations together and share resources and expertise.

#### Value for money / making most effective use of staff and resources

Knowle West is exceptionally well resourced for youth work, in financial terms. The operating budget for Youth Moves for 2005/06, including the Bristol City Council contribution, is £559,392. 1,720 young people aged 10-19 live in the area, according to 2001 census data. In making these calculations, I have assumed an even distribution by age, making 1,204 young people in the 13-19 age range. This gives a per capita spend for 13-19s in the area of £464.61, against a national average of £74.08 (National Youth Agency Youth Service Audit, 2003/4).

Quarterly returns from the youth projects indicate that they are in contact with 641 different young people so far in 2004/5. However, these figures are likely to include considerable 'double counting', as some young people will be involved in more than one youth project. This does suggest, however, that around 50% of young people aged 13-19 are involved in one or more youth project, so is significantly higher than either the national or local target. The current data does not show the extent to which young people are involved, so at present the level of 'participation' cannot be assessed. For this level of funding, it should be expected that at least 30% of the 13-19 population should be active participants in youth work.

There should also be high expectations regarding accredited and recorded outcomes for young people. It is recognised that the concept of 'recorded outcomes' is new in youth work, and in many areas, youth services are not yet reaching national targets. Knowle West reflects this situation. However, given that accreditation has been established and resourced in the area for a number of years, it would be reasonable to expect that the target of 30% of active participants in youth work receiving an accredited outcome could be met, and indeed surpassed. This would require 54 young people to achieve an accredited outcome in a year. On present figures this is not likely for 2004/5.

For such a high level of resources, it is reasonable to expect a high quality service to work with large numbers of young people, and enable them to achieve recognition of their learning. At present, the youth work in Knowle West does not provide good value for money.

It is clear that youth work in Knowle West / Filwood has grown in an unplanned way, utilising each new generation of regeneration funding to add to or replace existing facilities. As a result, the overall budget for youth work per annum is more than 6 times the national average per capita spend for 13-19s. However, the only sustainable source of this funding is through Bristol City Council Young People's Service, with the rest from short term funding available at present until September 2006. While it is likely that there will continue to be funding for regeneration after that date, there is no guarantee that youth work will continue to benefit to the extent that it has done in recent years. Realistic plans for sustainability need to be made.

If organisations are to change both the way they work and the content of what they offer young people, they have to see that there will be benefits for their organisations and 'their' young people. The current proposals for restructuring elements of the work go some way towards creating a more flexible overall staff team, by combining small staff teams and enabling the estate wide projects to work more closely with centre based staff. More could be done, however, to audit the skills and interests of all current staff, whether centre based or theme led. The appraisal process provides a vehicle for this, but needs to be implemented in all projects to be effective. There may be staff with specific skills (eg dance, self defence, ICT etc.) who currently work in one centre but could be used across a wider range of provision. Similarly, each centre could develop its own specialism, based on its facilities and staff skills, and young people interested in a specific issue (eg sport) could be encouraged to go to the centre with that specialism. Such specialisation has the potential to open up new funding opportunities for organisations, through sources such as Sport England, Youth Music and others.

### **Raising the expectations and broadening the horizons of young people**

Several elements of the work undertaken by youth work projects in Knowle West contribute towards raising young people's expectations and aspirations. Examples include the media work undertaken by the detached project, the healthy food project at Inns Court and the self defence programme at Eagle House. In addition, individual young people have their self esteem and confidence raised through achieving Youth Achievement Awards, Sports Leader Awards, and taking part in the Youth Forum. The Learning through Football programme at Broad Plain is a good example of encouraging young people to look outside of their immediate environment.

However, there is still more to be done, to build on these good examples, and encourage more work to raise expectations. There is scope to develop international work, or even simply engage in city-wide networks of young people, based around specific curriculum areas.

The physical state of the estate remains poor, with little obvious environmental improvement and no 'state of the art' facilities. Youth Moves could help to raise the expectations of young people, youth workers and the wider community by involving them in setting a vision for young people in the area, and arranging visits to other areas, in the city and beyond, where creative approaches have been taken to developing youth facilities. Knowle West is rich in youth buildings: but they could be used much more creatively to meet a wider range of needs.

The current action plan devotes little space to this aspect of work, and Youth Moves should consider reprioritising, to ensure that young people's needs and expectations remain at the centre of its strategy.

## 5. RECOMMENDATIONS FOR ACTION

Key features of youth work identified in this evaluation include:

- High level of resources available for youth work, but currently fragmented into small pockets
- Some very good pieces of work co-existing with some quite complacent practice
- History of piece-meal development of youth work with no underpinning strategy
- High levels of sickness amongst staff
- Low levels of management guidance and support for staff, especially in voluntary organisations which impacts on partnership working
- Low levels of confidence and understanding of targeted work amongst some staff.

To date, Youth Moves has done well in:

- Building contact with other agencies such as schools and health providers
- Establishing quality assurance and monitoring processes for all projects
- Bringing in some additional resources for projects and key areas of work
- Formulating models to establish more consistent management and use of resources.

The following recommendations for future action are made, based on findings from this evaluation:

### **Strategy**

- The Youth Moves Board and staff should work with young people, youth workers and the wider community to develop a vision and strategy for youth work on the estate, that keeps young people at the heart of the strategy

- The Youth Moves Board and staff should work with young people to establish and implement a Charter for young people, laying out what they can expect from youth work in the area
- The Youth Moves Board and staff should take urgent action to engage young people in the strategic management of Youth Moves
- The Youth Moves Board and staff should ensure that the Youth Forum, or an equivalent representative body, regains its place as an active agent for change for young people in the area
- The Youth Moves Board should establish effective decision making and accountability processes for Youth Moves, and enable the Board to make decisions based on strategic vision rather than historical provision
- Ensure that at least 60% of 13-19 year olds in Filwood are regularly accessing youth provision.

### **Managing Change**

- Enable projects to see direct benefits of working collaboratively, through, for example, funding partnership projects, organising joint events and activities, developing specialist provision in existing centres
- Move towards a more outward looking approach by encouraging joint working across the estate, the city and beyond
- Make purposeful use of Project Leaders meetings (or equivalent) to develop joint policies on key issues (eg anti-social behaviour, sexual health etc)
- When new work is established, ensure that all partners understand and share the objectives and methods to be used, and establish communication channels to deal with problems as they emerge
- The Youth Moves Board and staff should establish a clear Youth Moves Quality Framework, ideally based on a nationally recognised process
- Encourage more creative use of venues, with a mix of open and specialised work, and fund creative projects using sports, arts and music as tools for the youth work curriculum.

### **Operational Management**

- Undertake a short, focussed, 'what do young people want' study, to add clarity to needs assessment evidence
- Establish a data collection system that is compatible with systems used by Bristol Young People's Service, and will help projects make the transition to future Children's Services arrangements
- The Youth Moves Board should establish a management structure that ensures that youth work staff are managed effectively, ideally by managers with experience of doing and managing youth work

- Challenge under-performing projects and staff by setting targets, providing coaching where necessary, and ultimately using capability procedures where necessary
- Create mechanisms to use the resources available for youth work in the area more flexibly, to ensure that good quality, creative youth work is the norm, and is consistently provided through all projects
- Identify the skills and interests of all current staff, and find ways of using these appropriately for the benefit of young people across the area
- Consider co-location of all non-building based staff, in order to improve communications and focus attention on key priorities. It may be appropriate to consider office arrangements that enable easy communication with the Youth Moves Director and other agencies working with young people in the area (eg Project X).
- Work with projects and young people to develop a joint approach to marketing and publicity
- Increase the proportion of Youth Moves funding available to direct delivery through providing a fund for one-off curriculum projects in addition to mainstream project funding.

## APPENDIX 1 : LIST OF INTERVIEWS AND OBSERVATIONS

**Interviews** were held with:

*Fiona Roskilly, Youth Moves*

*Cath Fisher, Broad Plain House (telephone)*

*Lee Williams, Filwood Youth Centre/Young Bristol*

*Barry Scrase, Des Mills, Sally Carter, Bristol Young People's Service*

*Jenny Hill and other staff from Participation and Accreditation Team*

*Members of the Youth Forum*

*Phil Cotgreave, Youth Moves*

*Alastair Dale, Positive Futures*

*Susan Smith, Chair, Youth Moves*

*Mark Gerry, Inns Court*

*Nick Giles, Detached Team*

Youth work was observed at Inns Court and at the Youth Forum

**GILL MILLAR**

March 2005