

## Foreword

### Draft

I am pleased to be able to introduce the first Youth Service Plan to be produced under the new Common Planning Framework for local authority youth services.

In Harrow we are committed to ensuring that young people have a strong voice and are heard. The importance of our Youth and Connexions Service becomes increasingly clear as Government looks to youth workers to make a significant contribution to the support and development of young people as they make the transition from adolescence to adulthood, enabling them to play a full and active part in life in Harrow.

We are proud of the work being done by staff and volunteers in our Youth and Connexions Service and we look forward to further development and transformation in the coming years. To support this development we have identified new and additional investment for the Service within the Council's Medium Term Budget Strategy of £600,000 (£300,000 in 2004/05 and £300,000 in 2005/06). We want to secure a modernised service which delivers high quality and effective youth work to young people in Harrow.

You will see that there are three strategic priorities for the Youth and Connexions Service which link to the Corporate Priorities of the Council as well as those of other agencies. It is encouraging to see the range of opportunities that are already available to young people in Harrow. It is also essential to recognise the significant partnerships to which the Service contributes. Partnership work ensures that young people are receiving the most co-ordinated and effective personal support and development service they can. The new structure of the Service will enhance its ability to support the work of schools and colleges and the delivery of the new Connexions Service. It also demonstrates a commitment to strengthening the relationship with voluntary youth organisations, recognising the extremely valuable role that volunteers play in providing youth work opportunities for young people.

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Portfolio Holder for Education and Lifelong Learning  
London Borough of Harrow

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## **Introduction**

### **Introduction**

This is the first comprehensive Youth Service Plan to be produced by Harrow Youth and Connexions Service. It demonstrates Harrow's commitment to achieving the Government's vision, expressed in Transforming Youth Work, for an effective youth service which:

- offers quality support to young people with a clear focus on those aged 13 and 19 years which helps young people achieve and progress;
- enables the voice of young people to be heard, including helping them to influence decision making at various levels, including service design and delivery;
- provides a rich diversity of personal and social development opportunities and choices to young people to including voluntary action, peer support and mentoring;
- promotes 'intervention and prevention' to address the individual, institutional and policy causes of disaffection and exclusion;
- is well planned with clear aims and objectives and focused on achieving outcomes that reflect the needs and priorities of young people at the local level.

### **Process for Developing the Plan**

In order to develop this plan we:

- Held a series of focus groups for staff and volunteers, young people, and representatives from voluntary, community and Black and Minority Ethnic groups working with young people in Harrow.
- Circulated a draft of the plan to a wide range of internal and external partners including:
  - Other departments of the Council
  - Connexions London West
  - Drug Action Team
  - Youth Offending Service
  - Harrow Primary Care Trust
  - Schools and colleges
  - Harrow Young People's Forum
  - Harrow Council for Racial Equality
  - Harrow Anti-Racist Alliance
  - Harrow Association of Voluntary Services

## **Harrow – the local context**

### **Introduction**

Harrow is an outer London residential suburb and metropolitan town centre which performs an important role within the overall housing market and economy of London. There is currently a considerable amount of new house building activity helping to meet a requirement to provide new and affordable homes for the growing population of Harrow. The borough covers an area of 19 square miles, with just over a fifth of the area designated Green Belt. Nearly 78% of households in Harrow either own or are buying their own home, one of the highest levels of owner-occupied housing in Britain<sup>1</sup>. Harrow's apparent attractiveness supported by its leafy image, however, belies the conspicuous pockets of deprivation mainly in the south of the borough and the increasing problems of an ageing infrastructure.

Located 12 miles from Central London, Harrow boasts excellent transport links. The borough is well served by both rail and London Underground lines, which also link Harrow to Heathrow Airport, Watford, Milton Keynes and Birmingham. Five motorways (M1, M3, M4, M25 and M40) are easily reached and provide fast transit to many locations in Britain.

### **Population and Demographic Change**

#### **Population**

Harrow's resident population was 206,814 on 29<sup>th</sup> April 2001, Census night. This figure is unexpectedly nearly 600 lower than the initial 2001 Census counts released by the Office for National Statistics in September 2002. In 1991 Harrow's population was 203,000<sup>2</sup>, so there has been a population increase of just over 3,800 or 1.8 per cent since 1991.

Over 29,900 residents are aged 65 and over, 14.5 per cent of Harrow's residents, higher than the Greater London average of 12.4 per cent. 2.1 per cent of residents are aged 85 and over, the third highest proportion in London<sup>3</sup>, after Barnet and Bromley. Just over 12,000 children are aged under five, 5.8 per cent of the resident population, the fourth lowest proportion in London, after the City of London, Westminster and Havering. 165,123 of people living in Harrow are aged 16 and over (79.8 per cent).

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<sup>1</sup> 1991 Census

<sup>2</sup> Revised 1991 Mid-Year Estimate (MYE), published by the Office for National Statistics on 13/2/2002

<sup>3</sup> There are 33 Local Authorities in London & 376 in England & Wales

## Ethnicity

The 2001 Census highlighted the cultural diversity of Harrow. In the 'diversity' ranking of local authority districts in England & Wales, Harrow is ranked fifth, based on the proportion of (non-white) ethnic groups residents. 41.2 per cent of Harrow's residents belong to a minority ethnic group. London Boroughs occupy the top nine positions of this England & Wales ranking, with Newham recording the highest proportion of residents of mixed, black, Asian and other minority ethnic group, followed by Brent, Tower Hamlets, Ealing, then Harrow.

Residents of Asian origin (excluding Chinese) account for 29.7 per cent of Harrow's population, with the largest group being Indian (21.9 per cent), the second highest level in England & Wales, after Leicester. 5.2 per cent of residents categorised themselves as Other Asian (a category that excludes Indian, Pakistani, Bangladeshi & Chinese people) – this was the highest level in England & Wales. 6 per cent of residents are Black, lower than the London average of 10.9 per cent. For the first time in the decennial Census, Irish was included as a separate classification of the White group, with 4.4 per cent of residents recording themselves in this category, the sixth highest level in London.

A significantly higher proportion of 0-14 year olds are from ethnic minority groups. GLA projections for 2001 (1999-based) indicate that 44.5% of children aged 14 and under are from ethnic minority groups, rising to 49.5% by 2011. A significant proportion of residents are of South Asian origin, with the largest single minority group being of Indian origin and other significant ethnic minority groups being Irish, Pakistani, Black African and Black Caribbean. It is estimated that 75 languages are spoken by students in Harrow schools - Gujarati, Punjabi, Urdu, Tamil and Somali are the most common after English. A total of 12% of residents in the white group were born outside of the United Kingdom, and half of these were born in the Irish Republic<sup>4</sup>.

These figures vary across the Borough. Ethnic minorities represent about 67% of the population in Kenton East Ward (where students from ethnic minorities reach 96% in some schools), 47% in Marlborough and 40% in Wealdstone.

## Religion

The proportion of residents who stated they are Christian is lower than in England & Wales as a whole, with 47.3 per cent of Harrow's residents in this category, compared to 72 per cent in England & Wales<sup>5</sup>.

Nearly 20 per cent of people in Harrow are Hindu, the highest proportion in England & Wales. Over 6 per cent of residents are of Jewish faith, compared to the England &

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<sup>4</sup> 1991 Census

<sup>5</sup> There was no question on religion in the 1991 Census

Wales average percentage of 0.5 per cent. Only Hertsmere, in Hertfordshire, and Barnet have higher levels than Harrow. Residents of Muslim and Sikh faith account for 7 per cent and 1 per cent of Harrow's population respectively. 2 per cent of residents follow other religions, the highest level in England & Wales.

9 per cent of residents do not have a religion, compared to 14.8 per cent in England & Wales and 16 per cent in London. 6.8 per cent of residents chose not to answer the Census question on religion, which was a voluntary question.

## Country of Birth

33 per cent of Harrow's population were born outside the United Kingdom, compared to 26 per cent in 1991, ranking Harrow in 11th highest position in both London and in England & Wales. 2.9 per cent of residents were born in the Republic of Ireland, 1.9 per cent in other EU countries and 28.3 per cent elsewhere. More detailed breakdowns of country of birth will be released by the Office for National Statistics at a later date.

## Health

Harrow has a high proportion of residents who considered themselves to be in 'good health' in the 12 months prior to the 2001 Census, at 72.1 per cent<sup>6</sup>. In England & Wales the corresponding figure is 68.6 per cent, 70.8 per cent for London. 15 per cent of people in the Borough consider themselves to have a long-term illness, which limits the daily activities or work that they can do, an increase since 1991 when 10.5 per cent of residents self-classified themselves as such. The 2001 level compares favourably with the England & Wales level of 18.2 per cent.

10 per cent of residents (20,550) provide unpaid care to others, including family members, friends or neighbours<sup>7</sup>. Whilst this level is low compared to some other London Boroughs, it is on par with the England & Wales average. Nearly 3,500 people (1.7 per cent) provide 50 or more hours of unpaid care per week.

## Qualifications

29.4 per cent of residents aged 16-74 have a degree level qualification or higher, ranking Harrow in 19th place in London, but 31st in England & Wales. 20 per cent of residents have no formal qualifications.

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<sup>6</sup> There was no question on general health in the 1991 Census

<sup>7</sup> There was no question on unpaid care in the 1991 Census



## Economic Activity

98,386 people (aged 16-74) in Harrow were employed at the time of the 2001 Census. This is an increase of around 5,000 people since the 1991 Census, although the 1991 Census imposed no upper age limit for recording economic activity<sup>8</sup>. 42.3 per cent worked full-time and 10.2 per cent part-time in 2001 (of those aged 16-74), slight increases since 1991. Only six other London Boroughs recorded higher percentages of part-time workers. 9.9 per cent were self-employed, about 1 per cent higher than in 1991.

Over 14,000 residents aged 16-74 are students, with a third also having some sort of employment too.

3.4 per cent of residents (5,119) aged 16-74 are permanently sick or disabled, thus preventing them from working at all. This level is below both the London (4.6 per cent) and the England & Wales (5.5 per cent) averages.

Levels of unemployment and long-term unemployment<sup>9</sup> were amongst the lowest rates in London, at 3.1 per cent and 0.8 per cent respectively.

## Social Indicators

Although deprivation indices have not shown Harrow to be a significantly deprived borough, pockets of deprivation do exist throughout the borough. The 2000 Index of Multiple Deprivation ranked Harrow in the top 30% of most deprived local authority districts on the Employment and Income scales (based on real counts of individuals experiencing employment and income deprivation<sup>10</sup>). The most deprived wards are Greenhill, Stanmore South, Marlborough, Wealdstone and Kenton East.

## Education Provision

There are 56 primary schools, 10 high schools and 4 maintained special schools in the Harrow LEA area. There are also 2 tertiary colleges and 1 Sixth Form College. A major consultation around school organisation is currently taking place to bring school transfer arrangements in line with other London boroughs. High school transfer currently takes place at year 7 as opposed to year 6.

In 2002, Harrow had 19,177 primary pupils (including nursery FTE). 18,624 pupils were from Reception to Year 7 and 8,960 were high school aged students.

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<sup>8</sup> Economically active students have been excluded from both counts

<sup>9</sup> Long-term unemployment includes those who stated that they had not worked since 1999 or earlier

<sup>10</sup> 2000 Index of Multiple Deprivation, DETR

In January 2002, English was an additional language for 39.8% of primary school pupils and 42% of high school students.

## **Local Strategic Partnership**

The Council recognises its community leadership role and that working in partnership is the key to unlocking and realising local potential. The Harrow Partnership has been in existence for four years and is at the heart of the 'Harrow' approach in determining and providing public services. A multi-partner Partnership Steering Group (PSG) directed the work of the Harrow Partnership. The PSG is currently leading on the development of the existing Harrow Partnership into the Local Strategic Partnership (LSP) for Harrow in line with government requirements. The PSG is considering issues of membership and structure of the new LSP. It is also drafting supporting policies, including a Governance Framework, Consultation Strategy and Communications Strategy. The LSP will be launched in May 2003.

The Local Strategic Partnership (HSP) for the London Borough of Harrow will be a single body that brings together the statutory, private, business, community and voluntary sectors in Harrow. It is a vehicle through which local needs will be identified and addressed in partnership ensuring that initiatives and services are brought together where possible and support each other.

The HSP will work to make a measurable improvement to the quality of life of the people of Harrow through robust and inclusive partnership working.

The aims of the Harrow Strategic Partnership are:

- To oversee the development and implementation of Harrow's Community Strategy
- To hold the local authority and other partners accountable for the delivery of the Community Strategy
- To work in partnership to improve services in Harrow
- To encourage and facilitate partnership working across the borough and regionally
- To facilitate involvement by stakeholders in Harrow who wish to contribute to making the HSP's vision a reality
- To actively remove barriers to social inclusion
- To value Harrow's diversity
- To use partnership resources more effectively
- To focus on the renewal of local areas and neighbourhoods through the roll out of the New Harrow Project and the development of the Harrow Vitality Profile
- To develop strong cohesive communities

## **The Council**

### **Political Environment**

The Council, which is No Overall Control, has an all-party Cabinet government. There are 63 Councillors representing 21 wards (30 Labour, 28 Conservative, 3 Liberal Democrat, 2 Independent). Under the executive powers embodied in the new Constitution, the Cabinet has created seven portfolios to provide the main vehicle for political leadership. The co-ordination of the Youth Service Plan is currently led by the Portfolio Holder for Education and Lifelong Learning. To ensure there is robustness and realism to the achievement of the Council's vision and strategic corporate priorities, an Overview and Scrutiny Committee meets to oversee the work of the four politically proportionate scrutiny sub-committees.

Following a referendum in December 2001, Harrow opted for a Leader and Cabinet Executive model. The new Constitution was adopted by the Council in February and implemented in May 2002.

Over the past two years, the Council has piloted a multi-party Cabinet. The Cabinet comprises seven Labour Councillors who hold specific portfolio responsibilities, two Conservative Members, and one Liberal Democrat Member. Under the new Constitution, the Cabinet has 10 Members who have responsibility for all executive decisions within the overall budget and policy framework.

### **Organisational Context**

The London Borough of Harrow is undergoing major structural and service delivery re-organisation. At the heart of what is termed the "New Harrow Project" is a streamlined organisation designed to focus on the priorities of the residents of Harrow, reduce bureaucracy and improve service standards. The new structure is based around three executive directorates: Business Connections, People First and Urban Living. A fourth is dedicated to managing the process of change.

The Council has articulated its vision for a community

- Where everybody is able to enjoy healthy and happy lives in an environment which is clean, safe and secure
- Which is cohesive and strong
- Where all have the widest range of opportunities to succeed and the capacity to achieve their aspirations
- Where no-one feels excluded
- Where young people have a strong voice and are heard

The New Harrow Project is intended to make this vision a reality by strengthening and enhancing services and bringing them closer to the people Harrow serves.

Initial proposals for the structure of the People First Directorate envisage:

- A division, **Children Services**, which concentrates wholly on services to children and their families. This will provide both universal and targeted services to enhance life chances for children and young people.
- A division, **Learning Services**, which concentrates both on improving learning and achievement across the age ranges and which promotes increased social inclusion in the local community.
- A division, **People First Strategy**, which directs and co-ordinates planning and service review and manages key support services to achieve the objectives of the People First Directorate.
- A division, **Community Care Services**, which is seen as a transitional arrangement and whose time scale as a stand-alone unit is dependent on work undertaken to assess the feasibility of relocating community care provided services with the PCT.

It is proposed that the Youth and Connexions Service will be located within the Children Services Division of the People First Directorate.

## Needs Analysis

### Characteristics of the Youth Population

#### Harrow's Youth Population

19.9% (41,433) of Harrow's overall population is aged between 11 and 25 years<sup>11</sup>. 48% of this youth population are female, and 52% male. Ethnic Group projections, based upon the 2000 Mid Year Estimates<sup>12</sup>, show that 45% of the 11 – 25 population are of non-white ethnic origin. A significant proportion of young people aged 11 - 25 are of South Asian origin, with the largest single minority group being of Indian origin (25%) and other significant ethnic minority groups being Pakistani, Black African, Black Caribbean, other Asian and Other (including Irish).

The total youth population aged 13 – 19 years is 19,644<sup>13</sup>, of whom 11,703 are aged between 13 and 16 years, and 7,941 aged between 17 and 19 years. At 46.5%<sup>14</sup>, the female population is slightly smaller within the 13 – 19 age group than for the 11 – 25 population as a whole.

#### Young People 11 - 16

In 2002 57.4% of students in high schools were from ethnic minority groups, a figure which is significantly higher than the figures for the 11 – 25 population show. In 2001 the percentage of students in high schools from ethnic minority groups was significantly higher in Harrow (57.1%) than in statistical neighbour LEAs (30.2%) and nationally (12.2%)<sup>15</sup>.

In 2002 the percentage of students with English as an Additional Language in Harrow's high schools was 41.8%. In 2001 the figure for Harrow's high schools was 38.8%, compared with 21% in statistical neighbour LEAs and 8.2% nationally. The Ethnic Minority Achievement Service (EMAS) estimated from its 1998/9 annual survey that some 75 languages are spoken by students in Harrow's schools. In 2002 17.9% of students in Harrow's primary and high schools needed support from the Ethnic Minority

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<sup>11</sup> Estimated Resident Population Aged 11 - 25 Mid-2001 Based On The 2001 Census (ONS Population Estimates Unit)

<sup>12</sup> ONS Population Estimates Unit. Ethnic Group Projections based upon the 2001 Census are not yet available

<sup>13</sup> Estimated Resident Population Aged 11 - 25 Mid-2001 Based On The 2001 Census (ONS Population Estimates Unit)

<sup>14</sup> Estimated Resident Population Aged 11 - 25 Mid-2001 Based On The 2001 Census (ONS Population Estimates Unit)

<sup>15</sup> Education Service Review 2001/02, updated February 2003

Achievement Service, a figure which included support for bi-lingual students and students from under-achieving ethnic groups needing support<sup>16</sup>.

In 2002 there were 495 refugees in Harrow's high schools and 1,304 in Harrow's primary schools.

## **Young People 16 – 25**

The Annual Activity Survey (Completed Year 11) in Harrow schools undertaken by Lifetime Careers shows that 86% of Year 11 leavers in 2001 were in full time education at the time the survey was carried out. 0.7% were engaged in work based training (non-employed) with 5.4% in full time employment (including Modern Apprenticeships). 3.6% were not settled, the majority of whom were unemployed. 4.4% had moved out of contact or had not responded.

Data provided by Lifetime Careers<sup>17</sup> for the Connexions London West Business Plan 2003 – 2004 identifies a total 16 – 19 cohort of 9,315 young people, of whom 513, 5.5% of the cohort are NEET (Not in Education, Employment or Training). The figures for Harrow (and Brent) are significantly lower than the other boroughs in the Connexions London West Partnership area and it is unclear whether this reflects better performance or differing methodologies for recording NEET status.

## **Risk Factors**

A mapping exercise undertaken for the preparation of Harrow's Children's Fund Proposal 2003 – 2004 provides a useful means of identifying those risk factors that might indicate particular children, families or communities are more likely to be at risk of social exclusion. This methodology has been adapted for use in this plan and risk factors have been grouped into young people's, family and community factors.

## **Young People's Factors**

### School Attainment

In 2002 74.7% of students achieved Level 5 or above in Key Stage 3 tests for English, with 72.7% (Maths) and 71.2% (Science). In 2002 results in the English tests were above the national average, with those in Mathematics and Science in line with the national average.

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<sup>16</sup> Education Service Review 2001/02, updated February 2003

<sup>17</sup> November 2002

In 2002 59.9% of students achieved 5 or more passes at GCSE Grades A\* - C, with 92.5% achieving 5 or more Grade G or above. In 2001 the percentage of students achieving 5 or more passes at Grade A\* - C was above the national average for maintained schools of 48.4% and in line with the statistical neighbour average of 53.3%<sup>18</sup>.

### Free School Meals

In 2002 17% of students in Harrow's high schools were eligible for free school meals. In 2001 the figure for Harrow's high schools was 17.4% compared with 16.3% in statistical neighbour LEAs and 16.8% nationally<sup>19</sup>. Eligibility for free school meals has an impact on achievement. Students eligible for free school meals are over-represented at the lower levels of achievement and under-represented at the higher levels<sup>20</sup>, 61.8% of ineligible students achieved 5+ A\*-C grades, compared with only 26.7% of the eligible students.

The number of children eligible for free school meals is greatest in the Greenhill, Roxbourne and Wealdstone wards. The numbers of Black African children eligible for free school meals is significantly higher than the school average - at KS3 18.7% of all students are eligible for free school meals, amongst the Black African group the figure rises to 60%.

### Differences amongst ethnic minority groups

There are considerable differences between the achievements of Indian students (the highest performing group) and Black African and Black Caribbean children. The results of Black Caribbean and Black Other students are on average, lower than the average of the year group as a whole.

Black African children are significantly over-represented amongst the number of children eligible for free school meals, the number requiring additional language support and the number with late admission dates.

- 50% of black African children were eligible for free school meals
- 63% of black African children had English as an additional language
- 23% (second highest) of black African children had admission dates recorded as after 30<sup>th</sup> September 1999

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<sup>18</sup> Education Service Review 2001/02, updated February 2003

<sup>19</sup> Education Service Review 2001/02, updated February 2003

<sup>20</sup> Key Stages 1,2,3 and 4 report prepared by the Research and Information Service, Spring Term 2002

### Attendance and Exclusion

For high schools total attendance for 2001/02 was 91.5% which was in line with national and statistical neighbours. Unauthorised absence at 0.7% (2001/02) were in line with statistical neighbours and below the national average<sup>21</sup>.

Harrow LEA collects details of exclusions. In 2001/02 there were 845 Fixed Term Exclusions and 64 Permanent Exclusions from Harrow's high schools. The number of permanent exclusions increased by 40% from 1997 to 2000. Comparisons with national and statistical neighbours are not reliable because of the different age of transfer in Harrow. The LEA also collects data from all schools on recorded incidents of racial harassment. In 2000/01 a total of 225 incidents of racial harassment were recorded by Harrow's schools, of which 84 were in high schools<sup>22</sup>.

Greater numbers of fixed term exclusions are recorded for students living in the wards of Wealdstone, Stanmore South, Kenton East, Roxbourne and Roxeth.

The three black ethnic groups (Black Caribbean, Black African and Black Other) are over-represented amongst excluded students in comparison to their relative proportion of all school students. Grouped together these students represent a quarter (24.6%) of all excluded students whilst representing only 11.8% of the Harrow school population<sup>23</sup>. The highest exclusion rates were amongst black students of Caribbean heritage, with 7.9% of excluded students against 3.2% of school population.

Higher numbers of school exclusions take place within High schools. However the Youth Justice Plan has identified that a culture of school absence can develop at an early age.

### Children with Disabilities

The OPCS survey (1988) of children living in private households and communal establishments under 16 estimated that 3% of all children had a disability. Applied to Harrow, this would mean approximately 1300 under 16's with a disability.

Harrow Education Department (1999) counted 933 children with disabilities, and of these 57% had learning disabilities. Approximately 14% of these had multiple disabilities and the Learning Disability Needs Analysis 2000 found that incidence of multiple disabilities has increased over the years, noticeably amongst the Asian community.

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<sup>21</sup> Education Service Review 2001/02, updated February 2003

<sup>22</sup> Education Service Review 2001/02, updated February 2003

<sup>23</sup> Exclusions Monitoring 2000-2001



According to the Mental Health Foundation, a quarter of people with learning disabilities often have other disabilities. It is estimated that around 75% of the children and young people referred to the Harrow Learning Disability Team have mental health problems including emotional/behavioural difficulties.

### Special Educational Needs

Following a sharp rise between 1992 and 1995, the number of statements of special educational need appears to have reached a plateau, although there has been a small recent increase (921 January 1999, 928 January 2000, 1015 January 2001 and 968 January 2002)<sup>24</sup>.

### Children with Mental Health Problems

In 1997, 689 referrals were made to the Child and Adolescent Mental health team, of whom 661 were Harrow children. There was an even spread of different ages, with peaks in the 13-15 age range. The most common diagnoses were anti-social behaviour, cognition/academic abilities, contextual problems, life events, and autistic characteristics.

In 1998, 120 children were receiving treatment for Attention Deficit Hyperactivity Disorder, with 42 children waiting to be seen.

### Young Carers

It is estimated that there are between 70-200 young carers in Harrow<sup>25</sup>. Information about this group is not collected systematically at present; therefore the extent of need in this area is not known. It is estimated that about half have a parent with a disability and half are siblings whose lives are seriously affected by their caring responsibilities. The average age of the young carers is 12 and 20% of young carers are missing from school, 28% have indicators of educational difficulties, rising to 33% at secondary level education<sup>26</sup>.

### Youth Crime

In Harrow, approximately 350 young people aged between 10 and 17 years commit about 640 offences every year. The majority of these offences are theft and motoring offences. 75 to 80% of the young offenders are male. In 2002, 32% of the young people convicted of a crime were White UK, 17.6% were Asian, 11.2% White (European) and

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<sup>24</sup> School Organisation Plan 2002-2007, London Borough of Harrow

<sup>25</sup> Needs Analysis of Children and Young People in Harrow 1999

<sup>26</sup> Children Services Plan Apr 2001

8.1% Back (Other). Most of the crime was committed by young people aged over 15 years, whilst only 6.93% was committed by 10 to 13 year olds. Between the ages of 10 and 13, young people tend to be convicted of shoplifting and criminal damage. Although theft remains the most frequently occurring offence, the range of offences gets broader and more serious as the age of the young person increases.

The table below shows the age and gender of the young people convicted of offences in 2002.

Age	Male (percentage)	Female (percentage)	Total
10	0.0%	0.0%	0.0%
11	0.58%	0.29%	0.87%
12	0.87%	0.87%	1.74%
13	2.59%	1.73%	4.32%
14	3.46%	2.88%	6.34%
15	10.09%	2.88%	12.97%
16	17.29%	4.90%	22.19%
17	21.23%	4.90%	26.13%
18	20.17%	5.19%	25.36%
Total	76.27%	23.63%	100%

The Youth Offending Service works closely with young offenders to try to reduce their risk of re-offending and to supervise their orders/sentences. Community-based sentences tend to be used in Harrow and they have been successful for reducing the re-offending rate from 54.75% in 2000 to 30.25% in 2001.

Mapping of crime data has pinpointed a number of crime hotspot areas, for example, Harrow and Wealdstone town centres, South Harrow and the Rayners Lane Estate. In North Harrow, the main road is a popular 'hang-out' for young people and the consumption of alcohol can cause nuisance behaviour. On the Cedars Estate, there are issues of joyriding and vandalism to cars. In Wealdstone, there have been incidents of racism and violent clashes between different groups. The home locations of young offenders shows an overlap with these wards already identified as experiencing multiple deprivation. Crime prevention strategies such as street wardens, CCTV cameras and diversion activities have been placed in these areas.

### Victims of crime

Information from the CRIS (Crime Report Information System) Victims database for the year 2001-2002 recorded 9,361 victims of crime who were 25 years old or under. Of these 1,190 just under a quarter (23.1%) were under the age of 14. It is the police view that this represents only the tip of the iceberg as the majority of young people are reluctant to report crime.

Young victims of crime under the age of 14 were most affected by robbery and accounted for 28.5% of victims in this category. There was also an over-representation of Asian victims affected by robbery, accounting for 38% of victims in this category (48% white, 6% Black Afro/American).

### Drug / alcohol use by young people

The Drug and Alcohol service sees approximately 60-80 clients under the age of 21 in any given year<sup>27</sup>. In the year 1999-2000, there was a 36% increase in the number of young people attending the service. From a sample group of referrals, 70% of service users are male and 30% female. 53% were white UK, 17% Indian and 10% black Caribbean. 37% of the sample group had a family history of substance abuse, 27% were referred through the criminal justice system and 63% reported some childhood trauma including domestic violence, bullying, divorce and separation.

20% of the sample had been excluded or suspended from school at some point, 35% had failed to complete their education and 40% had no formal qualifications. 43% had some associated mental health problem.

### Teenage pregnancy and conception rates

The teenage conception rates for Harrow show pockets of increase, although overall the rate has been stable between the period of 1995-1998. The teenage conception rate for 1998 amongst under 18s was 27.3 per 1000 women aged 15-17. There does not appear to be a correlation between teenage pregnancy rates, ethnicity or deprivation factors - e.g. Headstone South has the highest conception rate in the borough at 72.7 compared to Greenhill which has a conception rate of 22.8, although this may be explained by the pockets of deprivation in this ward.

### Lesbian, gay, bisexual and transgender young people

There is no single data source which provides information on the number of LGBT people in Harrow, or in the wider population, as such data is not recognised on the census. However, it is estimated that there are at the very least 6,000 LGBT people in Harrow and Brent<sup>28</sup>, and 1,604 homosexually active men aged over 16 in Harrow itself<sup>29</sup>.

Over the past ten or fifteen years research into the needs of gay and bisexual young men has consistently identified a range of barriers they face, in particular poor mental

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<sup>27</sup> Audit of young people who presented to Harrow Drugs and Alcohol Service, 2001

<sup>28</sup> *People Get Ready: an LGBT Needs Assessment for Harrow and Brent*, Michael Bell Associates

<sup>29</sup> *Baseline Review and Data Collection for the National Strategy for Sexual Health and HIV, North-West London Cross Sectoral Report: Harrow PCT*, Michael Bell Associates

and sexual health (especially disproportionate risk of HIV transmission and unsafe sex), high levels of homophobic bullying and violence, as well as negative experiences of education and other mainstream services. More recently, research into the sexual health needs of lesbians and women who have sex with other women indicates that whilst medically they may be the most sexually healthy sub-population, holistically there are considerable unmet needs amongst this group, particularly around creating and sustaining sexual relationships, and the ability for service providers to deliver a sensitive, appropriate, and equitable service appears to be woefully lacking.

Many LGBT young people have great difficulties in accepting their sexuality, coming out, and coping with bullying and rejection within school, work, the family and society. The effects of this homophobia on these young men and women includes high levels of distrust, loneliness, educational under- and over-achievement, truancy, domestic violence, alcoholism, substance abuse, eating disorders, homelessness, difficulties in intimate relationships, disproportionate risk of HIV transmission and engaging in unsafe sex.

### Children and Young People Looked After

Data and research show that Children and Young People Looked After by the Local Authority are less likely to achieve at GCSE than their peers. Stretch targets in the Local Public Service Agreement bid show that LB Harrow is committed to:

- National Target: 50% of C&YPLA to achieve 5 or more passes at GCSE A\*-C (current 15%)
- Local Target : 60% of C&YPLA to achieve 5 or more passes at GCSE A\*-G (current 27%)
- National Target: the % of children looked after continuously for at least 12 months and of school age, who missed 25 or more days schooling for any reason during the previous school year – 6.25% (current 10%).

## **Family Factors**

### Family health

A key area of concern in Harrow is the oral health of five-year old children<sup>30</sup>. The proportion of children with dental caries (decayed, missing and filled teeth) in Harrow is 35.9% compared to the national average of 33.7%. Dental health caries are generally associated with areas with higher levels of social deprivation.

Refugee communities generally experience higher levels of poor health than the general population: Refugees interviewed in 1995 appeared to have higher levels of limiting

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<sup>30</sup> Public Health Annual Report 2001-02, Harrow Primary Care Trust

long-term illness (53%) than residents in Brent and Harrow generally (39%). There were also higher incidences of ailments among refugees in Brent and Harrow than other residents in the North West Thames region generally. These included chest and breathing problems (16% compared with 7%), anxiety, bad nerves and depression (15% compared with 3%) and diabetes (7% compared with 1%).

### Domestic violence

Although domestic violence cuts across both socio-economic, racial and cultural boundaries there is a higher number of reported incidents across the central part of the borough.

For the financial year 1999-2000 CRIS Victim database from Metropolitan Police recorded 737 incidents of domestic violence in Harrow. Of these 644 incidents were mapped and it was found that there was a peak in victims aged 19-mid 40's when victims are most likely to have dependent children.

A research report commissioned by Harrow Domestic Violence Forum in March 1999 reported that 12 agencies recorded 3,594 requests for help over a 12 month period. Nearly half of all clients were white, followed by Asian or Asian British and Black or Black British. An NSPCC report has highlighted that in 90% of domestic violence incidents, children are in the same or the next room and often 'manage' the violence. 45-70% of children whose mothers are abused are likely to be abused directly by the same man.

### Refugees

There is no single data source which provides information on the number of asylum seekers by borough. In Harrow, as in London as a whole, the numbers have been steadily increasing in recent years. The MYE (Mid Year Estimates) Change Analysis 1991-2000 shows a total of 10,400 asylum seekers and visitor switchers coming to Harrow.<sup>31</sup>

The London Asylum Seekers Consortium (LASC) holds data on the number of Asylum Seekers being supported by the Social Services Departments of London Boroughs. Figures for September 2001 show that Harrow was supporting 733 people or 1.3% of the total being supported in London and a high proportion of these are children and young people. In 1997 the Refugee Council estimated that there were 687 refugee children living in Harrow. In 2001 there were 1,132 refugees in primary schools and 511 refugees in high schools.<sup>32</sup>

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<sup>31</sup> Adult Learning Plan

<sup>32</sup> Service Review report, 2000-01, Harrow Education Services

Mapping undertaken for Connexions London West produced a snapshot for May 2002 of 237 families with children living in Harrow, 41 unaccompanied children and 34 young people aged 16 – 17<sup>33</sup>.

Home Office statistics for June 2001 show that the main nationalities of applicants for asylum were Afghanistan, Somalia, Iraq, Sri Lanka and Turkey. In Harrow, refugees and asylum seekers have primarily come from Somalia and Afghanistan, with significant numbers coming from Sri Lanka, Iran and Kosovo with growing numbers located in Kenton East ward. There are greater concentrations of refugee communities in Harrow Weald, West Harrow, Rayners Lane, Edgware, Pinner and Kenton.

### Parental substance misuse

The actual number of children affected by parental substance misuse is unknown. Figures from EACH in Harrow (Ethnic Alcohol Counselling in Hounslow) for the period April 2001-September 2002 indicate that over half (55%) of all adult clients supported had families where there were dependent children. Findings from the Community Needs Audit found that 5% of the sample reported problems associated with parental substance misuse. The Drug and Alcohol service also reports that they are working with an increasing number of parents in partnership with social services.

## **Community Factors**

### Inadequate Housing

Ethnic minorities are over-represented amongst the homeless and numbers on the Housing Register in comparison with their proportion in the population of Harrow<sup>34</sup>.

The number of homeless families in temporary accommodation more than doubled from 629 in 1995 to 1,427 in 2000. 668 families were accepted as homeless in 1999-2000, of which 18% were asylum seeker households with children or pregnant women.

Harrow's worst three wards for housing deprivation are Kenton East, Marlborough and Wealdstone which also fall within the worst 30% for London. Stanmore South and Kenton East are areas with the highest number of over-crowded households.

### Levels of Disadvantage

In the Department of the Environment, Transport and the Regions' 1998 Index of Local Deprivation, Harrow is ranked 145<sup>th</sup> out of 354 local authority districts. In the ranking of

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<sup>33</sup> Connexions London West Business Plan 2003 - 2004

<sup>34</sup> Profiling Ethnic Minority and Refugee Communities in Harrow, June 1999

London Boroughs, Harrow is ranked 26<sup>th</sup> out of 33. None of Harrow's electoral wards is within the 10% most deprived in England.

Although Harrow is a prosperous borough more than a fifth of all households with dependent children are living at a level close to that which is often recognised as marking the poverty line.<sup>35</sup> The wards with the highest Child Poverty Index scores (based on the number of families with children that claim means tested benefits) are Greenhill, Roxbourne, Wealdstone followed by Kenton East, Marlborough, Rayners Lane and Wealdstone.

Harrow has six wards of disadvantage according to the National Statistics Indices of deprivation 2000. In all six wards the percentage of residents that claim income support exceeds the overall national average of 8%.<sup>36</sup> Within these wards there are significantly lower penetration rates of out of school childcare for children aged up to 14 (1.94 compared to 12.78 across the EYDC partnership)<sup>37</sup>.

The overall ward rankings in England, for the 2000 IMD, show Harrow's most deprived wards to be Greenhill (2920), Stanmore South (2971), Marlborough (2977), Wealdstone (3000), Kenton East (3046) and Roxbourne (3281). These scores are obtained by combining the income, employment, health, education, housing and geographical access to service domains.

### Distribution of ethnic minority families

Ethnic communities are distributed across Harrow, with much higher proportions living in the south-eastern parts of the borough, especially in Kenton East (67%) and central parts such as Marlborough (47%) and Wealdstone (40%)<sup>38</sup>.

The largest minority ethnic group is Asian representing 24.5% of the total population. Wards with the highest concentrations of Asian households are Kenton East and Stanmore South. Wards with greater concentrations of black households are Wealdstone, Marlborough and Roxeth.

The ethnic minority groups represent just under half the primary school population (47.2%) and just over half the secondary school population (55.6%).

The Irish are the second largest ethnic minority in Harrow after Indian, living predominantly in the Wealdstone ward and parts of South Harrow, although the data is inaccurate. Harrow also has the highest number of Irish Travellers of all London boroughs.

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<sup>35</sup> Teenage Pregnancy Strategy, Sept 2001

<sup>36</sup> LBH Education Development Plan 2002-2207

<sup>37</sup> Early Years and Childcare Development Plan

<sup>38</sup> Adult Learning Plan 2002-03, London Borough of Harrow

### Lone Parent households

Harrow had a relatively low rate of lone parent families (according to 1991 census data) although this was expected to more than double by 2011. Approximately 13% of dependent children under 18 were living in lone parent families. The highest proportions are in the Roxbourne, Marlborough, Stanmore South and Wealdstone wards. The link between lone parenthood and poverty is well documented. Nationally, official statistics show that 60% of lone parents will be living below the European Community definition of the poverty line. In 1998, 24.3% of all adults claiming income support were lone parents. In the January 2000 housing needs survey, 20% of lone parents were in housing need as compared to 6% of all households.

### Unemployment

Unemployment, in common with national and London trends, is falling. The overall unemployment rate for Harrow is 2.5% of the workforce, however, as with other indices of deprivation some wards experience greater levels of unemployment than others. The highest unemployment rates are in Greenhill (3.6%), Marlborough (3.6%), Wealdstone (3.5%), Stanmore South (3.4%) and Kenton East (3.2%). There are also pockets within wards, such as the Rayners Lane Estate in Roxbourne ward, where unemployment is higher than the ward or borough average.

The unemployment rates for ethnic minorities are generally higher than for the white population and significantly higher for certain groups within this eg. refugee populations where figures are extremely high, 18.3% amongst Black Africans compared to 4% amongst the white population.

### Transient families

The Ethnic Minorities and Traveller Achievement Grant Action Plan (Nov '99) identified 172 Traveller children and young people (45 pre-school, 103 primary, 20 secondary and 4 post 16), the majority of these were Irish Travellers.



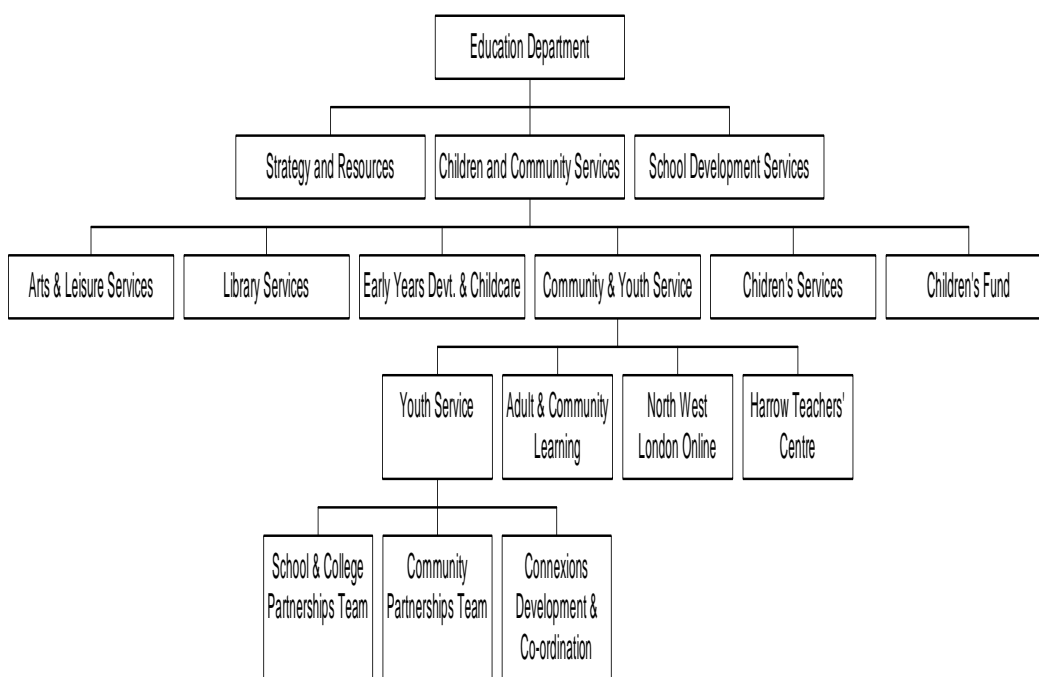
## Harrow Youth and Connexions Service

### Organisation and Management

The Youth and Connexions Service is one of 4 services grouped together within the Community and Youth Service, the others being Adult and Community Learning, North West London Online and Harrow Teachers' Centre.

The Community and Youth Service is presently located within the Children and Community Services Branch of the Education Department, as illustrated below:

The Community and Youth Service within the Education Department



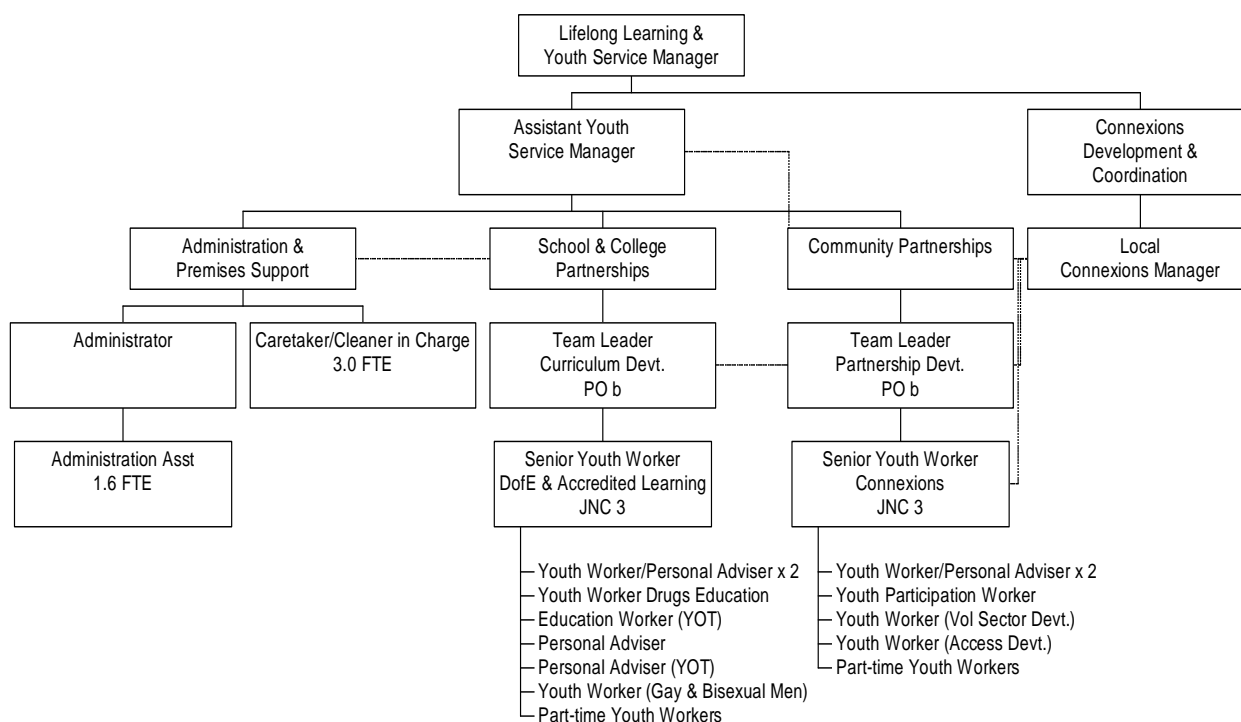
The Community and Youth Service is managed by a 3<sup>rd</sup> Tier Officer, the Lifelong Learning and Youth Service Manager, who reports to the head of Children and Community Services. In respect of the Youth and Connexions Service, the post holder is supported by an Assistant Youth Service Manager, who has operational oversight of the service.

Historically youth work in Harrow has been delivered through a mixture of centre-based, detached/outreach and specialist youth work. This work has been managed through 3 teams: Centres Team, Detached Team and Youth Affairs Team. Following a Service

Review, these teams are being reconfigured into a new structure for the Youth and Connexions Service which will be in place by 1<sup>st</sup> April 2003.

The new structure for the service comprises two youth work teams: one which will focus on the delivery of youth work in partnership with schools and colleges; the second which will focus on the delivery of youth work through partnership with local communities. The teams will link with each other, across departments in the Council and with external agencies to work strategically to address priorities. The Youth and Connexions Service is leading within the Council on the development and co-ordination of Connexions.

Structure of the Youth Service (from 1 April 2003)



This new structure will enable the Youth and Connexions Service

- to prioritise youth work with young people aged 13 to 19;
- to champion inclusion by analysing need and making judgements about priorities based on assessment of that need;
- to play a lead role in the development and delivery of the Connexions Service;
- to plan for responsive delivery based upon an assessment of need which concentrates support for young people most in need within a comprehensible and manageable framework, with a clear focus on quality and outcomes for young people;

- to build a critical mass within the service allowing the deployment of teams strategically and enabling significant resources to be brought to bear on Service and Council priorities;
- to employ a variety of approaches in delivering high quality services to young people including
  1. Youth Work based in buildings – in youth centres, schools, community buildings.
  2. Detached and outreach work – making contact with young people who cannot, or choose not to, access provision based in buildings.
  3. Contributing to PSHE and citizenship curriculum, pastoral and study support in schools and colleges.
  4. Providing a range of Information, Advice and Guidance and individual support for young people and access points for the Connexions Service.
  5. Creating and developing opportunities to support young people to have their voice heard.
  6. Specialist projects targeting identified groups of young people or focusing on specific activities.
  7. Cross-community and international work which provide opportunities for young people from different communities and cultures to learn together and find common ground while recognising and valuing differences.
- to create ownership and build partnerships by strengthening links with local communities, schools and colleges and improving dialogue and joint planning mechanisms with key agencies including voluntary youth organisations;
- to build capacity within the voluntary youth sector to complement the work of the Council's service;
- to simplify lines of communication and accountabilities, strengthen management support and supervision, increase the effectiveness of teams to work within and across the Service, Department and Council to progress issues of importance;
- to improve recruitment and retention by offering progression routes and career development opportunities and by putting in place a pay structure which provides an appropriate level of financial reward to staff.

## **Partnership Working**

### **Introduction**

The Council's approach to partnership working is described at the beginning of this plan, and the Youth and Connexions Service has constructively and actively contributed to a variety of initiatives co-ordinated by the Partnership, including Black History Month

and the Partnership's Borough Conference Week which included a Youth Conference organised by and for young people.

## **Connexions**

Connexions London West is a company limited by guarantee. It has adopted the contracting model with a central team sub-contracting with local authorities, careers companies and the voluntary sector to provide the Connexions Service to young people in the six boroughs served by the Partnership.

LB Harrow is fully committed to the development of the Connexions Service. It is represented at Board level by the Executive Director, People First Directorate. The Harrow Connexions LMC is presently chaired by the Lifelong Learning and Youth Service Manager. Harrow Connexions Local Management Committee has been established in accordance with the guidance, with one Elected Member and young people represented on the committee.

The Youth and Connexions Service is leading on the development and co-ordination of Connexions within the Council and the voluntary sector. It is also working in partnership with Lifetime Careers and Connexions who hold the sub-contract to deliver the universal service in schools and colleges in Brent and Harrow. The post of Local Connexions Manager is funded and managed jointly by the Youth and Connexions Service (Lifelong Learning and Youth Service Manager) and Connexions London West (Chief Executive).

LB Harrow has been contracted by Connexions London West to provide services to young people in Harrow, targeting provision at those young people who have become, or are at risk of becoming, disengaged from learning. The Council agreed to match fund the allocation of Personal Advisers by "double-badging" a minimum of 11 existing staff. One Personal Adviser has been allocated to each of the Services which agreed to "double-badge" staff – Youth and Connexions Service, Education Social Work Service and the Leaving Care Team. A fourth Personal Adviser has been placed within the Youth and Connexions Service and seconded to the Youth Offending Team.

The delivery of Connexions has been integrated into the new structure of the Youth and Connexions Service, with one Senior Youth Worker leading on the co-ordination and delivery of the Personal Adviser role within the Youth and Connexions Service. Four posts have been designated as Youth Worker/Personal Adviser. In addition the job descriptions for all youth work posts contain an explicit statement which sets out the expectation that post holders will contribute to the development of the Connexions Service in Harrow.

Eighteen full and substantial part-time staff have successfully completed the Introduction to Connexions Course, with 4 staff progressing to complete the Assessment Planning Implementation and Review (APIR) training. The Local Connexions Manager (formerly a Senior Youth Worker) has successfully completed the PA Diploma, and three full-time youth workers are currently enrolled on the course.

LB Harrow has agreed and signed a Contract and Service Level Agreement with Connexions London West to deliver the targeted Connexions Service in Harrow. LB Harrow has agreed to:

1. Provide a Senior Officer to sit on the Board;
2. Co-fund the post of Local Connexions Manager;
3. Provide and chair the Local Management Committee;
4. Incorporate the Aims and Objectives of the Connexions Service into plans for service delivery;
5. Assist with the implementation of Personal Adviser support in schools and colleges;
6. Ensure young people are referred to the appropriate Connexions Service;
7. Promote the key messages and images associated with the Connexions Service;
8. Provide access centres which other agencies can use to develop the "One-Stop Shop" concept;
9. Exchange data and mapping information;
10. Have in place policies for Equal Opportunities, Health and Safety and Child Protection;
11. Attend relevant meetings;
12. Identify staff to liaise with Connexions London West;
13. Consult with Connexions London West in the planning and delivery of services to young people;
14. Ensure that the Youth and Connexions Service is developed in accordance with DfES and Connexions Service National Unit guidance.

LB Harrow has also signed up to the Connexions London West Information Sharing Protocol. The aim of this document is to provide guidance for all those involved in the provision of Connexions London West services in order to help them to share information safely, in compliance with the law, and whilst respecting a young person's right to privacy and confidentiality. It identifies the need to share information about young people for the following purposes

- to provide Personal Advisers with the background information necessary to allow them to successfully carry out their work;
- to reduce the need for duplication of input and data collection on the part of young people and partner agencies;
- to ensure that the partnership can track work undertaken with young people;
- to identify those young people who have not benefited from the service in the past;
- to improve the consistency, accuracy and relevance of management information.

## **Voluntary and Community Sector**

The Youth and Connexions Service recognises the crucial role that the voluntary and community sector in Harrow plays in providing opportunities for young people to engage in youth work and related activities. The Service is committed to work in partnership with voluntary and community organisations in Harrow for the benefit of young people in Harrow and to nurture and support voluntary and community activity.

The Youth and Connexions Service operates an annual registration scheme for voluntary and community organisations working with young people in Harrow. Registered organisations are automatically members of Harrow Voluntary Youth Workers' Forum and may:

- Receive advice and support from the Youth and Connexions Service;
- Hire educational premises at a concessionary rate;
- Hire camping equipment from the Youth and Connexions Service;
- Apply for financial assistance towards start up costs; the improvement of premises; the purchase of equipment; and training of leaders/volunteers and young people;
- Access training courses, activities and events organised by the Youth and Connexions Service, Harrow Voluntary Youth Workers' Forum and some external agencies;
- Access the CRB disclosure scheme.

Dedicated support for voluntary and community organisations is provided by two part-time youth workers (0.7 FTE) from the Community Partnerships Team (previously Youth Affairs Team). Strand A of the Transforming Youth Work Development Fund (TYWDF) was used to create a new full-time youth work post to provide additional support to voluntary and community organisations during 2002/03. It is envisaged that some of the TYWDF allocation will be used to provide continued funding for this post during 2003/04 to further nurture and support to voluntary and community organisations and facilitate their engagement in the Youth and Connexions Service and Connexions. Additionally the post will continue to support the work of Harrow Voluntary Youth Workers Forum and Harrow Association of Voluntary Services as they explore the development of a Harrow Council for Voluntary Youth Service. The post holder has also worked to establish a Youth Work Training and Resource Base, funded through Strand B of TYWDF. This will provide specialist facilities and resources, including Information and Communication Technology equipment for youth workers and young people from the local authority and voluntary and community sectors.

LB Harrow provides financial support totalling £1,004,424 to voluntary and community organisations through the Grants Advisory Panel. Voluntary and community organisations which meet the eligibility criteria are able to apply for a grant, although funding is not earmarked specifically for organisations which work with young people.

The Youth and Connexions Service distributes two small grant funds to voluntary and community organisations working with young people. In 2002/03 the budgets for Grants to Organisations and Grants to Individuals amounted to £4,280 and £9,280 respectively.

## **Other Partnerships**

The Youth and Connexions Service has developed effective partnerships within the Council and externally with other agencies and organisations to further its own objectives and those of its partners. These partnerships include:

1. A partnership with Harrow Primary Care Trust to support the development and delivery of health education and support services to
  - o Young Gay, Bisexual, Lesbian or Transgender people;
  - o Young Asian Women;
  - o Young African Caribbean Women.
2. A partnership with Harrow Drug Action Team and School Development Services to deliver drug information and education to young people, parents and teachers in school, college and community settings.
3. A partnership with the Metropolitan Police, Social Services, Harrow Youth Offending Service, Education Social Work Service to deliver Summer Action, a 2-week programme of diversionary activities for young people aged 13 –19.
4. A partnership with Harrow Voluntary Youth Workers' Forum, Harrow Association of Voluntary Services and the Gatsby Project to secure 3-year funding from Comic Relief for a Youth Participation Worker.
5. A partnership with London Towers Basketball Team, four High Schools, one Special School and one College using ESF monies to provide support to young people at risk of becoming disengaged from school or college.

## Finance, Staffing and Resource Allocation

### Youth Service Budget 2001 – 2002

The data below is taken from the return completed for the National Youth Agency (NYA) Audit 2001 – 2002 and uses the categories specified by the NYA.

#### Mainstream Funding

Expenditure on Education	£113,054,445
Standard Spending Assessment – Other Education	£2,378,000
Expenditure on Youth Service <sup>39</sup> by Local Authority	£667,930

#### Other Funding

##### *From other Local Authority Departments/Sources*

Social Services	£19,000
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##### *From other Area- Based sources*

Health Authority	£43,500
Police	£1,000

##### *From Government National Programmes*

Drug Action Team	£16,000
Connexions	£16,000

<sup>39</sup> This figure includes income generated by the Youth and Connexions Service BUT EXCLUDES Corporate re-charges and Capital Financing Charges

*From other national, international and other sources*

Standards Fund – Youth Element	£5,300
Standards Fund – Other Elements	£10,000
Grants, including lottery, trusts, business	£11,500

**Income and any other source not mentioned above**

Income <sup>40</sup>	£101,615
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**Working with the Voluntary Youth Sector**

Grant Aid <sup>41</sup>	£15,000
Grant in Kind <sup>42</sup>	£7,000

**Staffing**

Management Staff FTE	2
Paid Delivery Staff Full-time FTE	12
Paid Delivery Staff Part-time (Numbers)	43
Paid Delivery Staff Part-time FTE	5.8
Volunteers (Numbers)	12
Volunteers FTE	2
Admin/Support Staff (Numbers)	7
Admin/Support Staff FTE	5

**Spending on Staff, INSET/Staff Development**

Expenditure on employees (incl. NI and Superannuation)	£476,689
Total spending on In-service Training	£17,300
Amount spent on training paid FT Staff	£11,000
Amount spent on training paid PT Staff	£5,000
Amount spent on training unpaid Staff	£1,300

**Youth Service Budget 2002 – 2003**

The figures below are provisional and will be subject to variation.

**Mainstream Funding**

Expenditure on Education	£99,266,916
Standard Spending Assessment – Other Education	£2,013,000
Expenditure on Youth Service <sup>43</sup> by Local Authority	£669,090

<sup>40</sup> This figure has been included within the Mainstream Funding Allocation for the Youth Service and therefore does not represent additional funding.

<sup>41</sup> Grants to Organisation and Grants to Individuals, excludes Main Council Grants to Voluntary and Community Organisations.

<sup>42</sup> Estimated cost of support provided by dedicated part-time youth work post.

<sup>43</sup> This figure includes income generated by the Youth and Connexions Service BUT EXCLUDES Corporate Re-charges and Capital Financing Charges



**Other Funding***From other Local Authority Departments/Sources*

Social Services	£11,000
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*From other Area- Based sources*

Health Authority	£54,000
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Police	£1,000
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*From Government National Programmes*

Drug Action Team	£10,000
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Connexions <sup>44</sup>	£80,000
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*From other national, international and other sources*

Europe	£30,000
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Transforming Youth Work Development Fund	£77,446
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SEND/DDA Fund	£29,737
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Standards Fund – Other Elements	£3,000
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Grants, including lottery, trusts, business	£52,000
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**Income and any other source not mentioned above**

Income <sup>45</sup>	£81,900
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Community Cohesion	£55,000
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**Working with the Voluntary Youth Sector**

Grant Aid <sup>46</sup>	£15,000
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Grant in Kind <sup>47</sup>	£7,000
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**Staffing 2002 – 2003**

The profile of staffing for 2002 – 2003 appears below. A review of the structure, role and pay and conditions of Part-time Youth Workers, Administration and Premises Support Staff will be carried out during the Summer of 2003.

**Staffing**

Management Staff FTE	2
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Paid Delivery Staff Full-time FTE	17
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PO B x 3
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JNC 3 x 2
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JNC 2 x 12
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Paid Delivery Staff Part-time FTE <sup>48</sup>	6.95
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<sup>44</sup> This figure includes funding for all Personal Advisers employed by the Local Authority which will be passported on to the relevant service

<sup>45</sup> This figure has been included within the Mainstream Funding Allocation for the Youth Service and therefore does not represent additional funding.

<sup>46</sup> Grants to Organisation and Grants to Individuals, excludes Main Council Grants to Voluntary and Community Organisations.

<sup>47</sup> Estimated cost of support provided by dedicated part-time youth work post.

<sup>48</sup> Includes Part-time Youth Workers and Part-time Playworkers

Volunteers FTE	2
Admin/Support Staff FTE	5

## **Significant Practice Examples**

The following examples of practice reflect some of the range of work undertaken by the Service.

### **Community Cohesion, School Holiday Provision**

During October half term 2002, the London Borough of Harrow Community and Youth Service delivered a Community Cohesion funded project entitled, Autumn Action. Based at Hatch End High School, the Youth Service, alongside Officers from Harrow Police delivered a diverse programme of social education based activities. In an effort to maximise the learning outcomes for those 12 – 16 year olds that attended, a number of these activities were tutored by professional instructors. The 73 young people that attended were representative of Harrow's culturally diverse community. Work undertaken prior to the project ensured that the more "hard to reach" young people in the Borough not only attended, but fully engaged in the opportunities that were presented during the week.

### **Harrow Irish Travellers Youth Work Project**

Working with a mixed group of 12 Irish Travellers aged between 13 and 16, the group, who had previously had no contact with the Youth Service, engaged in a programme of social education over 16 weeks, around the theme of identity, self awareness and communication.

The group generally had concerning levels of truancy and exclusions from high school and a number of the young men were involved in varying levels of anti-social behaviour and offending. Several members of the groups had recently made the transition from a Nomadic lifestyle to permanent residence in Local Authority housing and the group as a whole lacked any involvement in structured activities outside of the family set up.

The sessions provided a regular meeting place with a structured programme. The content of the programme was something that was negotiated by the young people and the Youth Workers and addressed both perceived needs and issues of the individuals and group and those identified by the Youth Workers. Using a variety of activities, including arts, crafts and sports as a mechanism for addressing the needs and issues, workshop style sessions and discussion based meetings developed.

## **Woodcottes Youth Project, Youth Survey**

Through detached work this voluntary project, which is supported by the Youth and Connexions Service engaged with local young people to establish views, attitudes, wants and needs. An extensive youth survey was conducted by four Youth Workers – in a view to re-establishing a previously existing centre based project. Some clear aims became apparent and through the course of 2002/2003 many objectives were met including:

- Identifying and addressing the needs and issues of personal, social and educational development of young people from the Woodlands and Cottesmore estates
- Focusing groups of young people into engaging with activities that make positive use of their leisure time.
- Providing key information, advice and guidance to young people in a wide area of subjects that concern their personal/social development. These included:
  - General and sexual health issues
  - Drugs awareness and education
  - Careers advice
  - Prejudice, racism and bullying
- Addressing issues regarding anti-social behaviour and “nuisance” crime through encouraging community responsibility.
- Fostering of community support and the development of a pool of volunteer Youth Workers.
- The successful delivery of a youth survey of wants and needs delivered across the Woodlands and Cottesmore Estates.
- The analysis and interpretation of this information to inform the future of the project and its short and long term aims targets and development.

The project has been granted further funding from the Grants Advisory Panel and continues to develop, supported by the Youth and Connexions Service.

## **Teenage Friendly Zone**

A Teenage Friendly Zone TFZ is a provision which attracts young people to a specific outdoor location that is safe and welcoming, provides for sport/social needs and at times that they choose to use it. By careful siting, it minimises disturbance to other members of the community and local residents.

The Youth and Connexions Service worked in partnership with young people, Rayners Lane Estate Tenants and Residents Association (RLETRA), a Housing Association, and the Council’s Housing, Parks and Regeneration Departments to develop a TFZ in South Harrow. RLETRA were supported to bid for funding for the project from Single Regeneration Budget and the London Marathon Trust.

A hard court area has been converted into a multi-court area for basketball and football, a mini-tennis court, separate basketball post and several seating areas (some with shelters). The Arts and Leisure Service, through "Big Rock Art and Design" worked with young people and youth workers on a mural to transform a large concrete wall into a statement of fun and creativity.

### **Harrow LGBT Project, Saint Valentine's Day Cabaret Event**

This piece of partnership work was undertaken by the Harrow Youth Service and Mosaic LGBT Youth Project from Brent Youth Service. The aim of this event was to produce a credible, accessible celebratory event run for and by the lesbian, gay, bisexual, transgender and questioning communities in Brent and Harrow, and inclusive of local service providers and organisations.

After a successful debut last year, the Saint Valentine's Day Cabaret Event 2003 proved to be an even greater success, increasing the number of people participating and attending from 150 in 2002 to over 200.

Members of the two projects were centrally involved in planning and delivering the event, taking on the majority of responsibilities themselves in terms of preparing, rehearsing, promoting, hosting, and performing. It proved to be an ideal space to launch the findings of the very first LGBT Needs Assessment for Brent and Harrow. Performances from project group members included dance, drama, music, short films, and a spectacular fashion show.

The evening successfully achieved its objectives in allowing a safe space for the LGBT community in both boroughs to network, and increase awareness amongst the service providers and "allies" of these communities.

### **Pinner Youth Centre, Summer Residential**

In August 2002 the Intermediate Club and the HITS, Hearing Impaired Youth Club experienced an outdoor education based residential in Osmington Bay, Dorset. The week away was thoroughly enjoyed by all involved and many positive outcomes were and still are evident. Key themes underlying this project were issues regarding relationships, equalities and communication. Until this project the young people from the two groups rarely interacted with each other although they make use of the same social spaces, and in some cases attend the same schools. Through a mixture of fun, new and, at times, challenging experiences the groups were brought together. A positive relationship has been established between the two groups with many young people choosing to access projects that previously had been seen as "threatening", isolating" and more generally, "not for me"!

## Vocal Artz: Street Beatz

A youth arts project in Harrow

This was a song-writing project that took place between August and December 2002 and involved song-writing, vocal workshops, music technology workshops and sessions in a professional recording studio. It resulted in a showcase performance and the production of a CD.

The project was greatly enjoyed by the 23 young people who took part, and a number of positive outcomes were observed by the project tutors including the development of music-related skills, the development of key skills (reading, writing, IT), increased social skills and a rise in self-esteem. The project had a clear impact on the participants' perceptions of different communities; geographic, cultural and socio-economic, and a number of young people who were socially excluded integrated into the group.

## Youth Work Outlets

The Service will be operating from three local authority owned youth centres in 2003 – 2004, Cedars, Grant Road and Pinner Youth Centres. A fourth location, previously the office base for the Detached Youth Work Team, is being transformed into Hatch End Young People's Centre – this will be the location for Harrow Young People's Forum, as well as the new Youth Work Training and Resource Centre. The current schedule of provision for each centre is shown below

### Cedars Youth Centre – Schedule

	AM	PM	Evening
<b>Monday</b>	Pre-School Group	Harrow Tuition Service	After-School Childcare Initiative Senior Club 13 years +
<b>Tuesday</b>	Pre-School Group	Harrow Tuition Service	After-School Childcare Initiative Eight 2 Twelve Club 8 – 12 years
<b>Wednesday</b>	Pre-School Group	Lunch Club 14 – 16 years	After-School Childcare Initiative Senior Club 13 years +
<b>Thursday</b>	Pre-School Group	Lunch Club 14 – 16 years	After-School Childcare Initiative Taekwondo Club
<b>Friday</b>	Pre-School Group	Lunch Club 14 – 16 years	After-School Childcare Initiative
<b>Saturday</b>	HITCH Harrow Travellers Play Work Project	Integrated Club	
<b>Sunday</b>			

**Grant Road Youth Centre – Schedule**

	AM	PM		Evening
<b>Monday</b>	Adult Education Classes	Adult Education Classes	After-School Childcare Initiative	Woodcraft Folk
				Tai Chi Club
<b>Tuesday</b>	Adult Education Classes	Adult Education Classes	After-School Childcare Initiative	Senior Club 13 years +
<b>Wednesday</b>	Adult Education Classes	Adult Education Classes	After-School Childcare Initiative	Duke of Edinburgh Award
<b>Thursday</b>	Adult Education Classes	Adult Education Classes	After-School Childcare Initiative	Gateway Club
				Ignite Youth Group
<b>Friday</b>	Adult Education Classes	Adult Education Classes	After-School Childcare Initiative	Junior Club 10 – 12 years
<b>Saturday</b>	Somali Group	Phool Wadi (Asian Disabilities Group)		
		Youth United		
<b>Sunday</b>	Somali Group	Gingerbread		
		Tamil Christian Outreach		

**Pinner Youth Centre - Schedule**

	AM	PM		Evening
<b>Monday</b>	Pre-School Group	Adult Education Classes	After-School Childcare Initiative	Senior Club 13 years +
	Adult Education Classes			
<b>Tuesday</b>	Pre-School Group	Adult Education Classes	After-School Childcare Initiative	International Club 16 + years
	Adult Education Classes			
<b>Wednesday</b>	Pre-School Group	Adult Education Classes	After-School Childcare Initiative	Intermediate Club 10 – 12 years
	Adult Education Classes			
<b>Thursday</b>	Pre-School Group	Adult Education Classes	After-School Childcare Initiative	Duke of Edinburgh Award
	Adult Education Classes			
<b>Friday</b>	Pre-School Group	Adult Education Classes	After-School Childcare Initiative	HITS – Hearing Impaired Youth Project
	Adult Education Classes			
<b>Saturday</b>				
<b>Sunday</b>	Pinner Christian Fellowship Meeting			Ignite Youth Project

## Future Developments

The principles underpinning the recent restructuring of the Youth and Connexions Service are set out earlier in this plan. It is anticipated that Grant Road Youth Centre (a former primary school) will relocate into new premises in Wealdstone High Street in April 2004. It forms part of a project to co-locate the Youth Centre with a Library, Healthy Living Centre, Medical Centre and Nursery provision in a modern conversion of a former supermarket and office block.

Within the Education Service, there is also a strategic framework that supports raising standards, social inclusion, improvement of school accommodation, community provision and community regeneration in the Canons and Rooks Heath Schools' clusters. A PFI Bid has been submitted for each of these clusters to fund a major building programme to redevelop schools in the two clusters. Community development is seen as a central strand within these developments and if successful the Youth and Connexions Service would wish to develop relevant services for young people.

## Youth and Connexions Service Curriculum

A curriculum framework for working with young people was launched in 1997. This is a tool for youth workers to use with young people as they engage them in learning. It provides a basis by which youth work in Harrow can be planned, delivered, monitored and evaluated. *The CAYS Curriculum: a framework for working with young people* covers eight key areas: Culture; Environment; Prejudice and Injustice; Health; Relationships; Self identity/Awareness; Young People and the Law; Work & Leisure.

Within the curriculum framework the Service seeks to challenge and educate young people on a range of issues. All of the Service's delivery points plan work in line with the *CAYS Curriculum: a framework for working with young people*. An excerpt from the curriculum document detailing the themes within each of the core areas is shown below:

### Excerpt from The CAYS Curriculum – A Framework for Working with Young People

CORE CURRICULUM AREAS	THEMATIC AREAS
Culture	Religion History Art
Environment	Conservation/ecology Homelessness Political Systems International Education Outdoor Education

<b>Health</b>	<ul style="list-style-type: none"> <li>Drugs/alcohol</li> <li>Food/nutrition</li> <li>Sexually Transmitted diseases</li> <li>HIV/AIDS</li> <li>Counselling</li> <li>Smoking</li> <li>Health Related fitness</li> </ul>
<b>Prejudice and Injustice</b>	<ul style="list-style-type: none"> <li>Disability</li> <li>Racism</li> <li>Sexism</li> <li>Bullying</li> <li>Sexual orientation</li> </ul>
<b>Relationships</b>	<ul style="list-style-type: none"> <li>Peer group dynamics</li> <li>Sexual awareness</li> <li>Interpersonal relationships</li> </ul>
<b>Self-identity and awareness</b>	<ul style="list-style-type: none"> <li>Life skills</li> <li>Identity</li> <li>Responsibilities</li> </ul>
<b>Work and Leisure</b>	<ul style="list-style-type: none"> <li>Work</li> <li>Unemployment</li> <li>Education</li> <li>Play</li> <li>Recreation and Leisure</li> </ul>
<b>Young People and the Law</b>	<ul style="list-style-type: none"> <li>Knowing your legal rights</li> <li>Youth crime</li> <li>Policing Harrow</li> </ul>



## Links to other Strategies and Plans

### Harrow Council's Vision and Corporate Priorities

#### Vision

The Council will strive for a community

- where everybody is able to enjoy healthy and happy lives in an environment which is clean, safe and secure
- which is cohesive and strong
- where all have the widest range of opportunities to succeed and the capacity to achieve their aspirations
- where no-one feels excluded
- where young people have a strong voice and are heard

#### Strategic Priorities

The Council has focused on the following strategic corporate priorities – each designed to reflect national priorities as well as the priorities of local communities and service users. To achieve its vision the Council will:

- **Enhance the environment in Harrow** by keeping the Borough clean and attractive, by promoting higher environmental standards and by bringing about more sustainable transport activity.
- **Strengthen Harrow's local communities** by promoting social inclusion amongst all our residents both young and old, by seeking to eradicate poverty and by reducing the fear of crime.
- **Promote Harrow as a centre of lifelong learning** by offering the highest quality education service, by raising aspirations and outcomes of achievement, and by providing activities for cultural, artistic and leisure pursuits which reflect the profile and the interests of all local communities.
- **Improve the quality of health and social care in Harrow** by improving the life chances of young people, by promoting and maximizing the independence of disabled, frail and chronically ill people, by ensuring appropriate levels of safe care and support for those not able to live independently, and by enabling choice and access to good quality housing.

- **Develop a prosperous and sustainable economy in Harrow** by promoting investment, encouraging diversity, combating economic disadvantage, addressing skills needs and supporting regeneration through active community and business involvement.

## Education Strategy 2002 - 2006

### Vision

Harrow will promote and continue to develop local learning communities by:

- enhancing the capacity of learners of all ages and backgrounds
- ensuring a full range of human learning experiences
- aspiring to high levels of achievement
- improving the quality of their own lives
- creating a socially cohesive society.

To achieve this, Harrow will join with partners to

- Revitalise and regenerate local communities through education, arts and leisure in order to promote and increase social well-being, greater inclusion and raised standards of achievement for all.
- Concentrate efforts in support of those who need most support, who experience most disadvantage and who are least able to speak up for themselves in order to ensure that accessibility to services and life chances are improved for all.
- Work strategically and with a clear focus across the Council and beyond in order to secure greater coherence and effectiveness of services of the highest quality for all learners.
- Facilitate and promote opportunities for building partnerships across local communities in order to encourage greater capacity for self-development and improvement, to share resources, to spread good practice, and to target and give mutual support.

### Strategic Priorities

The Strategic Priorities are Leadership by the LEA through:

- Continuing to raise pupil achievement
- Targeting services for individual children and families

- Regenerating and empowering the community through learning
- Making effective use of resources

## **Links to Other Strategies and Plans**

### **Annual Library Plan 2002/03 – 2003/04**

The Annual Library Plan is a statutory document which describes the overall policies of the library service, outlines specific policies and service delivery, appraises performance, reviews progress on preceding plans, and presents a 3 year medium term strategy.

The Harrow Public Library Service is a major community facility whose purpose is to enhance the quality of life in the borough by enabling individuals or groups of individuals to gain unbiased access to books, information, knowledge and works of creative imagination which will:

- Encourage their active participation in cultural, democratic and economic activities;
- Enable them to participate in and return to lifelong learning through formal or informal programmes;
- Assist them to make positive use of leisure time;
- Promote reading and literacy as basic skills necessary for active involvement in the above activities;
- Encourage the use of information and an awareness of its value.

### **Behaviour Support Plan**

Now integrated within the Education Development Plan as a separate activity within EDP Priority 5.

### **Children's Fund Proposal 2003-04**

The Children's Fund in Harrow aims to promote the social inclusion of children, young people and their families and prevent social exclusion by:

- Seeking to reduce the effects of poverty on children and families. Raising the aspirations and achievements of all children at risk of social exclusion.
- Ensuring that children and young people at risk of social exclusion can gain maximum life chance benefits from educational, health care and social care opportunities.

The aim of the preventive strategy is to put in place and strengthen protective factors that would help mitigate the impact of risk factors to improve the potential life chances of the children identified. In order to address the imbalance experienced by children who

live within particular wards, those from specific communities and those experiencing particular issues, the partnership has broken down the key areas for development in to three themes:

- Crime Prevention and work with young victims
- Building Skills
- Working Together

The development of services under each theme will target children at two levels. Level 2 preventive services will target children where problems are beginning to manifest themselves and action is needed to prevent them becoming serious or worse. Level 3 preventive services will focus on children where there are multiple, complex and long-standing difficulties that require a customisation of services to meet the needs of the individual concerned

## **Community Plan 2000 - 2001**

It is anticipated that a Community Strategy will be produced by April 2004. However, an interim document will be produced shortly after the launch of the Local Strategic Partnership.

The Community Plan 2000 – 2001 (extended until the new interim plan is approved) identified key objectives for each of the 4 themes of the Harrow Partnership:

### **Strengthening Communities**

- Tackling poverty
- Promoting equality of opportunity and celebrating the role of diverse communities in Harrow
- Developing the capacity for voluntary service
- Delivering community safety

### **Lifelong Learning**

- Early Years and Childcare
- Information and Communication Technology
- Arts, Sport and Leisure
- Social Inclusion (Education)

### **Health and Social Care**

- Empower the community
- Empower carers
- Empower children and young people
- Empower service users and patients

## **Environment and the Economy**

- Transport
- Regeneration and prosperity
- Conserving resources
- Conserving the natural environment
- Housing and the built environment

## **Connexions London West**

### Business Plan 2003 - 2004

The Business Plan sets out the Partnership's vision for achieving both the Government's and its own aspirations with an associated timetable.

#### **Vision**

Connexions London West will work with partners to meet the needs of all young people, enabling them to achieve success in learning and employment and through this contribute to their own social and economic well-being and that of the community.

To do this, Connexions London West will

- Involve young people in the governance, planning and delivery of services that are valued by them.
- Transform services by building on best practice, developing innovative approaches, multi-agency working and social cohesion.
- Provide a universal service that:
- Ensures that young people are aware of all education, training and employment opportunities open to them, so that they can make informed choices and access appropriate provision;
- Identifies and re-engages young people who are out of education, training or employment;
- Works with employers to develop employment and training opportunities for young people;
- Promotes the personal and social development of young people;
- Enables the most vulnerable in our community to overcome barriers to participation and progression.
- Celebrate diversity and ensure equality of opportunity is at the centre of all that it does.
- Work with learning providers and contribute to the achievement of their targets.

The key priority for Connexions London West for 2003/04 is to reduce by 10% the number of young people who are not in education, employment or training (NEET).

### Harrow Connexions Local Management Committee Action Plan 2003/04

The Action Plan provides an agreed set of targets and actions to review and support the development of Connexions in Harrow. The plan identifies actions relating to:

- Recruitment, retention and deployment of Personal Advisers
- The provision of accessible and appropriate levels of service for young people
- The development of Primary, Secondary and Signposting Access Centres
- The delivery of Connexions in schools and colleges
- The involvement of young people in the planning and delivery of Connexions
- The development of the Youth and Connexions Service within Connexions
- The development of the Local Management Committee (LMC) including membership, allocation and use of the LMC budget
- The role of the local Connexions Manager

### **Cultural Strategy 2003 - 2008**

The scope of the Harrow Cultural Strategy includes: the arts, sports, libraries, literature; heritage, museums, festivals; parks and open spaces; children's play, playgrounds, activities; diverse cultural backgrounds and communities.

The Harrow Cultural Strategy addresses the themes of the Harrow Partnership: Strengthening Communities, Health and Social Care, Environment and Economy and Lifelong Learning. The Strategy will have a significant impact in focusing resources to enable the Council and its partners to achieve common priorities.

The 4 key aims of the strategy are to:

- Help improve the quality of life by widening opportunities for participation and enjoyment
- Encourage the conditions for a culturally inclusive Harrow
- Encourage and stimulate the cultural economy and its contribution to making Harrow a vibrant and exciting place
- Raise the profile of Harrow's cultural assets – people, buildings, spaces and achievements

The key themes of the Cultural Strategy are social inclusion, access and cultural diversity. The Strategy gives further emphasis to priority groups identified as part of the consultation; the cultural needs of older people, children and young people and disabled people.

## **Education Development Plan 2002 - 2007**

The Education Development Plan sets out Harrow's commitment to continuing to raise achievement across a wide range of areas of learning and a full spectrum of needs. Targeted support is provided for underachieving groups and underperforming areas to realise Harrow's ambitious vision to continue to increase access, participation and achievement with successful learning for every pupil.

Statutory and local targets and pupil guarantees are set in the context of Harrow's overarching Strategic Priorities for raising achievement as set out in the Service Strategy 2002 – 2006. The priorities for Harrow's EDP2 are as follows:

Priority 1	Securing consistently high quality Foundation Stage Education
Priority 2	Continuing to raise achievement at Key Stages 1 and 2
Priority 3	Enhancing learning to raise achievement at Key Stage 3
Priority 4	Developing and diversifying learning opportunities to raise achievement at Key Stage 4
Priority 5	Increasing inclusion improving learning for underachieving groups
Priority 6	Continuing to improve Leadership and Management

The key links for the Youth and Connexions Service are with Priorities 4 and 5. Priority 5 includes the Behaviour Support Plan Actions for 2003 – 2004.

## **Health Improvement and Modernisation Programme 2001 – 2004**

The Programme sets out the local actions to be taken over 3 years to achieve the following:

- Improve the health of the local population
- Reduce inequalities in health
- Develop high quality effective local services which better meet local health needs

The health of children and young people is a priority within the Programme and its objectives for Children and Young People are:

- To improve health
- To address health inequalities
- To deliver appropriate and accessible services effectively and efficiently

The Programme also identifies crosscutting issues and groups with special needs:

- Black and minority ethnic groups
- Refugees
- Carers
- Disability
- Children in need of protection
- Children with special needs

- Children with mental health needs
- Children with acute medical needs

### **London West LSC Business Plan 2002 – 2003**

The London West LSC has structured its Local Strategic Plan around the 5 key corporate objectives:

- Extend participation in education and training
- Engage employers in workforce development
- Raise achievement of young people
- Raise the achievement of adults
- Raise the quality of education and training and user satisfaction

### **Metropolitan Police Youth Strategy 2003 – 2008**

The Youth Strategy sets out the policy for the Metropolitan Police to reduce youth crime and youth victimisation in line with the policing model for all young people up to and including 17 years old. The 5 year strategy is supported by 1 year action plans at Corporate and Borough levels. The strategy contains six aims, three of which are directly relevant to the work of the Youth and Connexions Service:

- Diversion – to make sure that those children and young people at greatest risk of becoming involved in crime and anti-social behaviour are provided with the best possible support, through education, early intervention and partnership working, to avoid involvement in crime.
- Problem Solving – to build and maintain positive relationships between young people and the police.
- Targeting – to focus partnership working within statutory and non-statutory organisations to make an effective contribution to reducing youth crime and victimisation.

### **Quality Protects Management Action Plan 2002**

The Management Action Plan show how Harrow is implementing Quality Protects, a government initiative launched in October 1998 to ensure the management and delivery of children's services are safe, effective and meet the needs of children. The main objectives are:

- Providing increased choice of placements for children looked after by this local authority, through recruiting more carers and providing increased training opportunities for carers.
- Increasing support for young people who are leaving care, including accessing education, training and employment needs.
- Enhancing the use of management information to improve communication across departments and between agencies.



- Improving assessment of children and families in need, children in care and care planning.
- Further improving service quality through reviewing services, policies and procedures, and consulting service users.
- Listening to children.
- Improving life chances for children in care.
- Developing a human resource strategy of tighter and more selective recruitment procedures and increased staff training.
- Developing a communication strategy to increase access to information for young people.

### **Regeneration Strategy 1999-2002<sup>49</sup>**

The Regeneration Strategy focuses on four key objectives:-

- *Business Competitiveness* – to maintain and improve the competitiveness of the local economy through promoting prosperous commercial, industrial and retail communities, able to embrace new technologies and adjust to new working practices.
- *Social Inclusion* – to improve the quality of life for all local people, particularly by improving access to jobs by addressing the barriers which prevent people from entering employment.
- *Environmental Sustainability* – to ensure that environmental quality is maintained and improved, and to practice the principle of sustainable development within the regeneration framework.
- *Community Development* – to develop and ‘capacity build’ the community infrastructure so that local communities are able to participate fully in the regeneration of Harrow.

### **Safer Harrow – Harrow Crime and Disorder Action Plans 2002-05**

The Crime and Disorder Act 1998 directed the Local Authority and Police to produce a joint strategy to tackle crime.

To achieve this a three-stage partnership approach is adopted to tackle crime and disorder in Harrow, including:

- Crime Audit
- Crime and Disorder Strategy
- Crime and Disorder Action Plans

A detailed crime audit was published in December 2001, which provided information and analysis concerning the levels and patterns of crime and fear of crime in the

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<sup>49</sup> Extended to cover 2002/03 while a new strategy is prepared

borough. Following consultation with local community and partnership agencies, seven key priorities were identified (auto crime added as a ministerial priority):

- Domestic Burglary
- Domestic Violence
- Street Crime
- Hate Crime
- Quality of Life
- Auto Crime
- Young People and Crime
- Drug and Alcohol related crime

These broad priority areas provide the basis for the strategy and the specific actions that are included in the action plans. The action plans relating to young people and crime group actions by:

- Pre-Crime Prevention “reducing the risks”
- Post-Crime Interventions

The Youth and Connexions Service plan will play a major role in both the pre-crime and post-crime area by effectively targeting resources and interventions towards those young people who are in greatest need of help. It will achieve this aim by implementing highly targeted interventions that aim to address the range of risk factors exhibited by vulnerable groups of young people.

### **Tackling Teenage Pregnancy in Harrow Revised Action Plans 2002-2003**

The Action Plan sets out a number of aims:

- To ensure that all pregnant under-18s and teenage parents have access to education, training and employment;
- To reduce to zero the number of under-18s in independent tenancies by 2003
- To reduce the health and social wellbeing differential between teenage mothers and their children and the wider population of comparable age;
- To ensure that all under-18 lone parents have access to a wide range of support services.

### **Young People’s Substance Misuse Plan 2002 – 03**

The DAT Action Plan sets out a number of priorities for young people:

- All young people to receive substance misuse education in line with DfES guidance;
- All parents/carers to receive information on substance misuse and on local services;
- All young people being identified as being vulnerable to receive education, advice, information and support on substance misuse both in and out of school settings;

- All young people identified as having problems with substance misuse to receive appropriate intervention or care package, with support for parents/carers. All young people assessed as being in need to be referred to appropriate treatment programmes and facilities;
- To develop co-ordination and planning of young people's services.

### **Youth Justice Plan 2002 – 05**

The Youth Justice Plan 2002-2005 evaluates the current response to youth crime in Harrow and provides the vision for the future. In collaboration with its partner agencies, the Youth Offending Service aims to prevent crime and to work effectively with young people to reduce their risk of re-offending. Diversionary activities, effective court practice and reintegrating young people into the community are the methods that the Service intends to use to achieve its goals. The 'Youth Justice Plan 2003-2004 Update' describes the progress that the Youth Offending Service has made.

## Strategic Objectives and Targets

### Vision

Our vision for Harrow Youth and Connexions Service is that:

Every young person aged 13-19 will be highly valued members of their local community who can make a full, active and positive contribution to the social, cultural, economic and political life of Harrow.

To achieve this we are committed to providing a high quality Youth and Connexions Service, joining with partners to:

- Enable young people to have a diverse range of effective educational and other opportunities for personal and social development;
- Offer quality support to young people which enables them to achieve well and make effective progress, targeting those most in need;
- Promote and provide opportunities that enable young people to have their voice heard and influence decision making at various levels;
- Promote and support strategies that provide equality of opportunity for all young people so that they have and achieve high aspirations as independent individuals and as members of groups and communities.

### Priority Groups

Harrow Youth and Connexions Service will prioritise youth work with young people aged 13 to 19 years, committing 80% of its resources to support work with this age group. The Service will target the remaining 20% of its resources on work with

- Young people aged 9 to 12, focusing on those who are deemed to be vulnerable or 'at risk'
- Young people aged 20 to 25 who have special needs or who need support to address mental and sexual health issues.

Working within these overall parameters the Service will use the needs analysis to prioritise work with young people based on:

- where they live or attend school and college, targeting South Harrow, South East Harrow, the Central Harrow corridor and those schools falling within the LPSA clusters;
- the communities from which they come, focusing on those communities which can experience the greatest exclusion and disadvantage;
- the risks factors faced by individual or groups of young people.

## Priorities for 2003/04

To achieve the vision described above, the Service has identified three priorities for 2003 – 2004:

1. To develop an effective infrastructure to support the delivery of youth work across the statutory and voluntary sectors in Harrow.
2. To develop and implement a youth work curriculum which is responsive to the needs of young people in Harrow.
3. To raise the quality of youth work across the statutory and voluntary sectors in Harrow.

## Targets

The Service will deliver youth work which addresses the new National Youth Work Targets and will support partners to achieve their targets as outlined below.

### National Youth Work Targets

	Baseline 2002	2004	2006
The % of the 13 – 19 population reached	15%	20%	25%
The % of the 25% target 13 – 19 population reached who participate in personal and social development activity which results in an accredited outcome	N/A	30%	60%
The % of those participating in youth services who express satisfaction with the service	83% <sup>50</sup>	85%	90%

## Connexions Targets

### National Target

To reduce the number of 16-18 year olds becoming NEET (Not in Education Employment or Training) by 10% by November 2004. Baseline 340<sup>51</sup>

### Local Target

To increase the number of refugees and asylum seekers participating in Education

<sup>50</sup> Viewfinder – Towards 2000 Survey – The National Target of 70% has already been achieved so a stretch target has been set for Harrow

<sup>51</sup> Connexions London West Management Information (November 2002)

## Cross Government Targets

### LEA Education Development Plan targets (2003 and 2004)

	Baseline 2002	2003	2004
the % of students obtaining 5 or more GCSEs at grades A* - C (or equivalent)	59.9%	61%	62%
the % of students obtaining 5 or more GCSEs including English and maths at grade G or above (or equivalent)	92.5%	94%	95%
the % of half days missed at maintained secondary schools	9.5%	9.0%	8.0%

### London West Learning and Skills Council (2003 and 2004)

	Baseline 2000	2003	2004
Increase the number of 16 – 18 year olds in structured learning	80%	81%	83%
The number of 19 year olds achieving NVQ Level 2 (or equivalent)	59%	64%	66%

### Cross Government target on teenage pregnancy:

	Baseline 1998	2003	2004
To reduce the under-18 conception rate by 50% (2010) and establish a downward trend in the conception rate for under 16s	27.3 <sup>52</sup>	-	23.2
for 60% of 16-19 year old mothers to be in employment, education & training by 2010	22% <sup>53</sup>	27% <sup>54</sup>	37% <sup>55</sup>

<sup>52</sup> Rate quoted per 1000 women aged 15-17, Teenage Pregnancy Strategy 2001

<sup>53</sup> Connexions London West Business Plan 2003 – 2004, figures relate to London West

<sup>54</sup> Connexions London West Business Plan 2003 – 2004, figures relate to London West

<sup>55</sup> Connexions London West Business Plan 2003 – 2004, figures relate to London West

Shared targets with Department of Health

	Baseline 2002	2003	2004
to increase the levels of participation in employment, education and training for care leavers aged 19, so that levels for this group are at least 75% of all young people in the same area by March 2004	74% <sup>56</sup>	-	75%
to increase the proportion of young people with learning difficulties and disabilities who are in employment, education and training	-	-	-

Data provided by Lifetime Careers for the Connexions London West Business Plan 2003 – 2004 shows that 322 clients with learning difficulties and disabilities are registered with Lifetime Careers. 27 (8.4%) are Not in Education, Employment or Training.

Shared targets with the Home Office

	Baseline 2002	2003	2004
for 90% of 13-18 year olds, supervised by Youth Offending Teams, to be in education, training & employment by March 2004	66% <sup>57</sup>	80%	90%
to refer young people, with a drug related problem, to specialist support	-	-	-

Data on the numbers of young people with a drug related problem is not robust. Figures cited in the Connexions London West Business Plan 2003 – 2004 identified 150 young people as receiving a drug specific intervention, of whom 10 had received support at Tiers 3 and 4. The Youth Offending Team made 70 referrals to the Drug and Alcohol Service between 1 April 2002 and 21 March 2003.

No information is available on the overall number of young people thought to have a drug related problem.

<sup>56</sup> Connexions London West Business Plan 2003 – 2004, figures relate to Harrow

<sup>57</sup> Youth Justice Plan 2003 - 2004

## Looking forward to 2006

In three years time we would expect to see

- Young people fully engaged as active citizens in their local community and involved in planning and decision making, not only within the youth service, but across the Council and its partners.
- A high quality local authority Youth and Connexions Service which engages with Connexions and other partners to deliver effective interventions and support to young people.
- An effective partnership between Harrow Youth and Connexions Service and Voluntary and Community Youth Organisations in Harrow which enhances the range of opportunities and support available to young people.
- Increased training opportunities and more planned progression routes available to paid and volunteer youth workers across statutory and voluntary youth work organisations.

## Performance, Monitoring and Evaluation

The context for performance management is set out in the final section of this plan. Data collection is currently managed at individual centre and project level using paper based systems. These monitoring statistics are collated centrally (on an annual basis) and break down membership and attendance figures by age group, gender, ethnicity and disability. A sessional recording system is used in centres and projects to monitor and evaluate work with young people on an ongoing basis. Each full-time youth worker produces a summary report which contributes to an Annual Report produced by the Service.

In addition to the planned development of a performance management framework, Harrow Youth and Connexions Service will be implementing 'Youth Base', the new Management Information System developed by the National Youth Agency during 2003/04. This will provide more accurate information and in a way which will help inform future planning by the Service.

The Youth Service Plan is being submitted to Cabinet for approval. The Plan has also been included on the work programme of the Lifelong Learning Scrutiny Sub-committee for scrutiny by Elected Members during the Summer Term 2003.



## Involving Young People

Young people are at the centre of the Council's vision for a community in which they have a strong voice and are heard. To realise this vision Harrow Youth and Connexions Service is committed to engaging young people in a meaningful and constructive dialogue, not only in relation to decision-making within the service, but in the wider arena of citizenship and involvement in local democracy.

### The Views of Young People

Since 1997 Harrow Youth and Connexions Service has undertaken three surveys to identify the views of young people on a range of issues. 1,427 young people responded to the Viewfinder – Towards 2000 Survey. Fifty-one per cent of those responding were aged 13 – 19. The issues that mattered most to young people were:

- 91.7% of young people thought getting a job was important
- 88.7% felt that dealing with bullying was important
- 87.8% stressed the importance to them of playing games/sports
- 87% feared being burgled, mugged or attacked in the street
- 86.8% considered anti-racism to be important
- 85% considered drugs education/advice to be important
- 84.2% were concerned about protecting the environment
- 83.1% thought that having an adult to discuss concerns and problems with was important
- 80% considered anti-sexism to be important
- 79% thought that having somewhere to meet friends was important
- 77.9% thought that sex education/advice was important

The SHOUT! (Sort Harrow Out) Conference was held in October 2001 as part of the Conference Week organised by the Harrow Partnership. This was the third conference organised by and for young people in Harrow. 120 young people came together to discuss issues that were important to them and to engage with key decision makers who were encouraged to give these issues due prominence on their respective agendas. The conference workshops were based upon issues that young people had identified as a concern:

- Violence and safer streets
- Child Abuse
- Drugs
- Bullying
- Racism
- Access and transport

The Conference also afforded an opportunity for young people to be consulted about the development of Connexions London West.

## **Developing the Involvement of Young People**

Harrow Youth and Connexions Service manages the work of the Youth Participation Worker on behalf of Harrow Voluntary Youth Workers' Forum and Harrow Association of Voluntary Services. The post is funded by Comic Relief and the Gatsby Project. The Youth Participation Worker, supported by colleagues, is developing the involvement of young people through a number of initiatives:

- A group of 12 – 18 young people attend regular meetings of Harrow Young People's Forum. The Forum led and co-ordinated the organisation of the SHOUT Conference described above. Members of the Forum have also participated in consultation meetings about the Youth Service Plan. The Forum has also provided peer support for Harrow's representative on the UK Youth Parliament.
- Young people from Harrow participated in the launch of the Connexions London West Young People's Forum and 2 young people were chosen to represent Harrow.
- Harrow Young People's Forum have received funding from North West London Lifelong Learning Partnership to develop a young people's web-site. This will contain relevant information and resources, a discussion forum and links to other sites. Discussions have taken place with the Area Child Protection Committee Co-ordinator about the inclusion of material related to safeguarding children and young people.
- Young people from the Forum participated in the recruitment and selection process for the Chief Executive of Connexions London West. Young People have also been involved in the appointment of the Assistant Youth Service Manager and other full-time youth workers.
- A group of young people are planning and organising a Youth Exchange Programme with Malta focusing on education and youth service links. Young people have attended training provided by Connect Youth International which has covered fund-raising, risk assessment, exchange themes, and planning.
- The Youth Participation Worker has been supporting Young People Looked After to access youth service provision, including the Duke of Edinburgh's Award Scheme. Supported by a Connexions Personal Adviser (Harrow Young People's Centre) she has developed a programme for unaccompanied asylum seekers focusing on healthy eating and living on a limited budget.

- Although the membership of the Young People's Forum reflects the diversity of Harrow, the Youth Participation Worker and the Youth Worker (Access) to develop access for young people with learning and physical disabilities.

# Equality and Diversity

## Policies

### Equality Opportunity Policy 2002

A revised Equal Opportunity Policy was launched in 2002. The policy applies to all Council employees and services, and services delivered by third parties on behalf of the Council.

#### General Statement<sup>58</sup>

Equality of opportunity underpins all that we do as a local authority from the way we provide services to the way we employ our staff.

We intend to mainstream equalities considerations into everything we do through:

- A clear statement of intent – our vision statement makes it clear that the Council will strive for a community that is cohesive, strong and where all have the widest opportunities to succeed and the capability to achieve their aspirations. Our Strategic Priorities also make it clear that we will make sure that everyone who needs our services has access to them and that we will combat disadvantage by promoting social inclusion, offering the highest quality education services, encouraging diversity and addressing skill needs.
- 'Equality proofing': to ensure that our policies and practices are not inherently discriminatory and to prevent disadvantage in their application.
- Communication and consultation.
- Clear allocation of accountability.
- Identification, promotion and implementation of best practice.
- Taking action to eliminate unlawful discrimination.
- Monitoring, evaluation and adjustments of policies, practices and services.

We believe in the need to eliminate unlawful discrimination and to promote equality in all that we do. We recognise the rich diversity of Harrow's population as a strength and we aim to treat all people with dignity and respect while recognising the value of each

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<sup>58</sup> LB Harrow Equal Opportunity Policy 2002

individual and the positive contribution they make to Harrow's diverse community and workforce.

We aim to ensure that all groups and individuals within the community and the workforce are given the full opportunity to benefit from the services and employment opportunities we provide. No service user or potential service user, employee or potential employee will be unlawfully discriminated against because of age, being a gay man, lesbian or transsexual, or because of colour, disability, race, ethnic or national origin, gender, marital status, political or religious beliefs, or Trade Union activities. This is not an exhaustive list and the Council recognises that there are other groups who may face unlawful discrimination.

### **Race Equality Scheme 2002 - 2005**

The Council's Race Equality Scheme was published in 2002. Its development was overseen by the Corporate Directors' Group and the Corporate Management Team. The Heads of Service Equalities Groups with support from Personnel Services and the Partnership Unit identified all the functions and policies of the Council and assessed them for their relevance to race equality and prioritised them for action in order of relevance.

The Chief Executive has appointed two senior officers (Chief Personnel Officer and Head of Children and Family Services) with overall responsibility for the day to day management of the scheme. In addition a 'steering group' comprising senior managers of the Council has been set up to oversee the process and to help co-ordinate different activities. The Chief Personnel Officer and Head of Children and Family Services will report to the Corporate Management Team and Cabinet.

The three year action plan for the Council includes targets relating to its Race Relations (Amendment) Act 2000 obligations. These will be dovetailed and developed within the framework of the Equality Standard for Local Government, and mainstreamed by integration into departmental service plans. Progress towards meeting these objectives and targets will be subject to annual review with Council's performance management framework.

## **Inclusion Statement**

LB Harrow is committed to inclusion for all and is developing an Inclusion Policy for all children and young people, their families and carers.

### The Statement

Harrow believes that inclusion in education is a fundamental part of the broader concept of social inclusion. It involves increasing participation in learning and social activities for every child and young person, in all settings and for their families / carers.

Harrow welcomes the rich contribution that difference and diversity make to learning communities. We recognise that there is a continuum of children and young people, their families and carers who may experience barriers to learning, participation and achievement. Some may require special attention and opportunities to enable access and inclusion to a broad and balanced curriculum and learning experiences that will enable them to participate fully as an integral part of the whole learning community.

We believe that, where possible, all children and young people should be educated as locally as possible in the setting nearest to where they live or in a school in Harrow with specialist expertise. We believe that it is important to provide opportunities for children, young people and their families/carers that promote further inclusion and engender and stimulating lifelong learning for all.

### Intention

Enabling inclusion is not a mechanistic phenomenon and process - it has real human consequences for all stakeholders. The rights of children and young people and their families / carers are central to the inclusion process. A key priority in increasing social and educational inclusion is the provision of inclusive learning.

To make this happen, we believe that all partners across the public, voluntary, community and private sectors in the London Borough of Harrow must work together and share the responsibility to promote and to increase inclusion for every child, young person and their families / carers.

## **Corporate Parenting Principles**

Harrow Youth and Connexions Service endorses the London Borough of Harrow's Statement of Corporate Parenting Principles for the education of children looked after. To support the principles and allow all children looked after to reach their full potential the Youth Service undertakes to:

- Ensure that there is a designated member of staff who is responsible for:
- Ensuring Children Looked After are accessing the full Youth Service Curriculum on offer
- Ensuring Children Looked After have access to the Connexions Service
- Attending Personal Education Plan meetings and reviews as appropriate
- Raise the awareness of all Youth Workers of the issues affecting Looked After Children through the training programmes provided.
- Raise the awareness within Voluntary Youth Organisations of the issues affecting Looked After Children through the training programmes provided.
- Issue the Corporate Parenting principles along with these statements of intent to all Registered Voluntary Youth Organisations.
- Issue to all Social Workers and Foster Carers details of the Harrow Youth Service's Curriculum.
- Issue to all Social Workers and Foster Carers details of the services offered by Connexions London West in Harrow

## **Promotion and monitoring**

The LB Harrow Equal Opportunity Policy defines the roles of Members and Officers in relation to the implementation and monitoring of the Policy. In addition an Education Equalities Task Group monitors equality issues across the Education Department. This links into the Heads of Service Equalities Task Group, which reports to the Employees' Consultative Forum and the Cabinet of the Council.

The Council monitors employment policies by age, ethnicity, disability and gender for the following:

- Recruitment and selection
- Profile of the workforce
- Training and development opportunities
- Promotion
- Incidents of harassment
- Disciplinary and grievance cases and Employment Tribunal cases
- Effects of performance assessment procedures on staff
- The number of employees who leave the council and their reasons for leaving

Results of monitoring are published annually to the Employees' Consultative Forum.

The Council will make arrangements for monitoring service delivery and usage of the services it provides to Harrow's community as well as the regulatory and enforcement functions. The Council will monitor by age, ethnicity, disability and gender:

- How often and why these groups use a service, how often they experience enforcement or legal action, how often they make complaints and why, and whether they face disadvantage or find that their needs are not met.
- Whether people from all groups are equally satisfied with the way that they are treated.
- Whether services are provided effectively to all communities.

- Whether services are suitable and designed to meet the varied needs of the community.

The Youth and Connexions Service monitors participation in youth service activities by age, gender, ethnicity and disability.

## Initiatives

The Council was awarded Beacon Council Status for 2003/03. Harrow is one of 46 councils in England to be given Beacon status, and one of only three to receive it for promoting racial equality. The Beacon panel praised Harrow's strong community leadership.

LB Harrow received £55,000 from the Home Office to deliver a Community Cohesion Programme in 2002. Harrow Youth and Connexions Service co-ordinated delivery of the programme through Harrow Council for Racial Equality, Harrow Anti-Racist Alliance and Harrow Arts and Leisure Service. A total of 497 young people aged between 5 and 19 participated in programmes of whom 49% were male and 51% female. Ethnicity of participants was recorded by the organisations as Black (38%), Asian (14%), White (30%) and Other (18%).

LB Harrow is a member of the West London Alliance which also includes the London Boroughs of Brent, Ealing, Hammersmith and Fulham, Hillingdon and Hounslow. The Alliance has successfully bid for funding from the Community Cohesion Pathfinder Programme. The project aims to improve community cohesion in the six West London Boroughs by:

- Developing a cross borough approach to community cohesion.
- Developing partnerships between the statutory (mainly local authorities and the Metropolitan Police but also Primary Care Trusts), the voluntary and community sectors and the private sector.
- Using best practice in one borough to inform action in other boroughs.
- Building capacity in certain community networks e.g. for the Somali community.
- Developing joint strategies where appropriate e.g. a media and communications strategy.

LB Harrow commissioned HAD Access Audit Consultancy, a service managed by Harrow Association of Disable People, to undertake an audit of youth and community centres. Three youth service sites, Cedars Youth Centre, Grant Road Youth Centre and Pinner Youth Centre were audited in June 2001. The purpose of the audit was to assess the accessibility of these centres to members of the public. All public areas of the buildings, including building approaches and routes to the building were audited. For each site the report sets out text which describes the location or feature. In addition there is a table of recommendations which identifies the specific location or feature; recommends actions to overcome the problem identified; details the scale, priorities and costs of the recommendations as prescribed by LB Harrow.



The Youth Service, in partnership with the 'Working Group for Young People with Disabilities', conducted wide ranging consultation with parents, carers and young people in 2000. It was clear that parents, carers and young people wanted better access to the range of provision offered to young people (not exclusively Youth Service). In most cases this means integration into mainstream services, with a complementary range of more specialist provision as required. This led to successful bids to the Quality Protects programme and other funding sources to develop:

- HITS (Hearing Impaired Teenagers) project – a new youth club provision for deaf and hard of hearing young people and their hearing friends (ages 12 – 18).
- HOAPS (Harrow Open Access Programme Summer 2001 (and 02)) – a programme which puts in place a series of measures to enable and increase access to Summer Activities for young people with physical, sensory and learning disabilities. The measures include the appointment of a co-ordinator (leading up to the Summer) to make contact with agencies and families; undertake a needs assessment to identify the level of support required; and co-ordinate the deployment of staff to provide individual or group support.

The Youth and Connexions Service has been able to use its allocation from the Special Educational Needs and Disability Act fund to develop the part-time HOAPS post into a full-time youth work post. This has enabled the post holder to:

- Support young people with disabilities/special educational needs to participate in Autumn Action, an activities scheme which operated during October half-term.
- Co-ordinate the meetings of Working Group for Young People with Disabilities. This group now meets bi-monthly and membership has increased to include Harrow Association of Disabled People, Harrow Centre for Volunteering, Shaftesbury and Kingsley High Schools (Special Schools), Harrow and Stanmore Colleges.
- Undertake work with individuals and groups to increase their access to youth work and other opportunities throughout the year.

The Service has used funding from Harrow Primary Care Trust to appoint two female youth workers to focus on the health needs of young Asian and African-Caribbean women. The workers are linking up with schools, colleges and partners in the community (including Harrow YWCA and Harrow Young People's Centre) to deliver health related information, advice and support to young people.

The Service has used funding from Harrow Primary Care Trust to appoint one full-time and one part-time youth worker to support work with young Lesbian, Gay, Bisexual or Transgender people. Working in partnership with Brent Youth Service, Harrow Youth and Connexions Service operates Harrow LGBT Youth – a specialist group for young people with a current membership of 214. The workers also link with schools, colleges and partners in the community (including Harrow YWCA and Harrow Young People's Centre) to deliver relevant education, information, advice and support to young people in a variety of settings.

## Quality and Staff Development

### Protection of Service Users

Harrow Youth and Connexions Service takes seriously its responsibility for ensuring the health, safety and wellbeing of young people, other users, staff and volunteers. The Service works within the overall framework of LB Harrow Health and Safety Policy. Insurance cover for all Service activities (including trips, residentials and expeditions) is included within the Council's corporate arrangements.

The Service has also implemented a series of good practice guidelines to promote the protection of service users and the quality of youth work delivery:

- Guidelines for Trips, Residentials and Expeditions
- Guidelines for Duke of Edinburgh's Award Units Operating under the Licence of the London Borough of Harrow
- Guidelines for Detached Youth Work
- Racial Harassment Guidelines
- Drug and Alcohol Guidelines
- Guidelines for Working with Challenging Young People
- A Code of Practice for Community and Youth Service Personnel

Harrow Youth and Connexions Service holds a licence from the Adventure Activities Licensing Authority for Trekking and Climbing. This requires the Service to undergo external re-accreditation every two years.

The LB Harrow Health and Safety Policy defines the roles of Members and Officers in relation to the implementation and monitoring of the Policy and places specific responsibilities on Managers, Premises Managers and Supervisors. In addition the Education Safety Group monitors health and safety issues across the Education Department. This links into the Corporate Safety Group, which reports to the Employees' Consultative Forum and General Purposes and Licensing Committee of the Council.

Harrow Youth and Connexions Service is fully aware of its responsibilities to safeguard young people. The Area Child Protection Committee in Harrow has recently adopted the new London Child Protection Procedures (January 2003). The Youth and Connexions Service will be reviewing its own guidelines in the light of this new procedure. All staff and volunteers working in the Youth and Connexions Service are subject to full vetting procedures. The Service also vets volunteers through the Criminal Records Bureau on behalf of registered voluntary youth organisations.

## Quality Assurance and Quality Improvement

LB Harrow has been awarded Beacon Council Status for Modern Service Delivery (2000) Promoting Racial Equality (2002), and for Tackling Homelessness (2003). The Education Department received re-accreditation of its Investor in People Award in 2002.

The Youth and Connexions Service is featured within the Council's Best Value Performance Plan 2002 - 03. The Plan identified three key objectives for the Service:

- To produce a Youth Work Plan as required by the introduction of a national Common Planning Framework
- To develop an effective self-assessment framework based on the OfSTED Framework and reflecting the proposed National Standards for Youth Work
- To refocus the work of the Youth Service in line with the national guidance – Working Together, the Youth Service and Connexions.

The Plan contains one Best Value Performance Indicator for the Youth Service (BVPI33) – Youth Service expenditure per head of population in the Youth Service target age range.

The Service published a set of Quality Standards a number of years ago. The purpose of this document was to achieve a consistency of service delivery and performance to an agreed standard across the Service. These have not been consistently applied across the Service and with the recent publication of the Standards of Youth Work Provision it is timely to review the existing standards. The Service will seek to incorporate the new Standards into an overall performance management framework which will also include the OfSTED Self-Assessment Framework and the following Performance Indicators:

- Spend per head of population in the target age range;<sup>59</sup>
- Spend per head of population in the target age range priority groups;<sup>60</sup>
- Number of personal and social development opportunities/activities offered to young people in the target age range;
- Number of personal and social development opportunities/activities offered to young people lasting between 10 and 30 hours with a recorded outcome;
- Number of personal and social development opportunities/activities offered to young people lasting between 30 and 60 hours, and leading to an accredited outcome;
- Number of young people supported who are at risk.

The framework will need to link into the overall Performance Management Framework of the People First Directorate and the Council, development of which will be led by the Organisational Development Directorate.

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<sup>59</sup> 13 – 19 years

<sup>60</sup> those at risk of offending, truanting, pregnancy or taking drugs and/or Not in Employment, Education or Training

## Staff Recruitment, Development and Training

Harrow Youth and Connexions Service undertakes the recruitment of full and part-time staff in keeping with the Council's Equal Opportunity Policy and Recruitment and Selection Code of Practice. All members of staff who have responsibility for the recruitment and selection of staff are required to attend training provided by the Central Training Unit. As indicated earlier in this plan, young people are involved in the recruitment and selection of staff.

The Service is committed to promoting a culture of training and development, and recognises the impact that this has on the quality of service delivery to young people. A number of policies underpin this commitment:

- Staff Development Policy
- Induction Programme for Full and Part-time Staff
- Appraisal Scheme

Staff Development and Training activities are co-ordinated by the Assistant Youth Service Manager. Planning for the Youth and Connexions Service takes place within the context of an annual cycle within the Education Department. Individual services prepare an evaluation of the previous year's programme and submit this with a training plan for the year ahead, which informs the allocation of the departmental training budget. The Youth and Connexions Service publishes an Annual Training Programme and this is circulated to all full and part-time staff, volunteers and registered voluntary youth organisations. The Training Programme for 2003 includes:

Induction Training

Certificate in Youth and Community Work (Part-time)

Service Development Days

Social Inclusion

The Training Programme also contains training opportunities offered by other departments of the Council as well as external organisations. Staff are also able to apply for support to attend local and national training events and conferences. There is also a facility for units/teams to request 'rapid response training' in respect of emerging/urgent training or development needs.

As part of the recent reorganisation, the Youth and Connexions Service will be using the national JNC terms and conditions for all full-time youth workers. Previously the Service has operated a "Harrow" version of the scheme. From April 2003 only staff with a recognised full-time JNC qualification will be appointed to the nationally qualified scales. In the present climate for the recruitment youth and community workers it is unlikely that the Service will be able to appoint to all posts. The Service therefore proposes to develop a strategy to recruit suitable staff locally and to provide the necessary training and development to enable those people to achieve full-time qualified status. The present profile of the staff employed within the Service appears below:

<b>Post and Level</b>	<b>No. of Posts</b>	<b>Nationally Qualified or in Training</b>	<b>Locally Qualified or in Training</b>	<b>Unqualified</b>	<b>Vacant</b>
<b>Team Leader PO b</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Senior Youth Worker JNC3</b>	<b>2</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Youth Worker JNC 2</b>	<b>12</b>	<b>1</b>	<b>8</b>	<b>-</b>	<b>3</b>
<b>Part-time Youth Worker</b>	<b>34</b>	<b>6</b>	<b>14</b>	<b>14</b>	<b>-</b>

## Action Plan 2003-04

### Priority 1

To develop an effective infrastructure to support the delivery of youth work across the statutory and voluntary sectors in Harrow.

Objectives	Planned Action
To develop partnerships and programmes with the Connexions Service.	<ul style="list-style-type: none"> <li>• Co-ordinate the contract on behalf of LB Harrow with the Connexions London West Partnership.</li> </ul>
To develop partnerships with appropriate agencies and organisations in order to maintain and increase Youth and Connexions Service programmes.	<ul style="list-style-type: none"> <li>• Strengthen the relationship with and support for the voluntary youth work sector.</li> <li>• Development of a Council for Voluntary Youth Service in partnership with Harrow Voluntary Youth Workers' Forum.</li> <li>• Strengthen the relationship and partnership working with other departments of the Council, other agencies and organisations.</li> </ul>
To develop strategies for work with young people in Harrow in co-operation with other Council services.	<ul style="list-style-type: none"> <li>• Support the Council Local Strategic Plan and the development of Community strategies.</li> </ul>
To maintain and increase core funding for the Youth and Connexions Service.	<ul style="list-style-type: none"> <li>• Produce data highlighting the performance of the service against the Standards of Youth Work Provision, national benchmarks and comparator authorities.</li> </ul>
To attract additional funding to support Youth and Connexions Service priorities from appropriate funding sources.	<ul style="list-style-type: none"> <li>• Bids to be made to partners and external funding organisations to increase the Youth and Connexions Service budget.</li> </ul>
To develop the Youth and Connexions Service in the context of the Transforming	<ul style="list-style-type: none"> <li>• Produce and implement the Youth Service Plan in consultation with the voluntary youth work sector, Connexions London West and other key partners.</li> </ul>

## Youth Work agenda.

- Develop the Youth and Connexions Service in keeping with Transforming Youth Work principles.

To involve young people in democracy and decision making

- Establish and develop young people's involvement at unit and project level.
- Establish links between citizenship programmes in schools, Connexions and Youth and Connexions Service initiatives.
- Develop the work of Harrow Young People's Forum.
- Surveys of young people influencing the work of the Service

### Outputs

- % of 13 – 19 population engaged
- % of 13 – 19 population involved at least 4 times per month
- % of 13 – 19 population worked with intensively
- Spending per head of 13 – 19 population
- Number of voluntary youth organisations registered with the Youth and Connexions Service
- Spending on support for the voluntary sector

### Outcomes

- Identification of the unique youth work contribution in work with
  - other branches of the Education Department and other Council Departments
  - Connexions Service and other agencies and organisations
  - Schools and colleges
  - Voluntary Youth Organisations
- Young people influencing
  - Council priorities and policies
  - Youth and Connexions Service Work
  - Connexions Service

### Action

- Lifelong Learning and Youth Service Manager
- Assistant Youth Service Manager
- Connexions Local Manager
- Team Leaders
- Senior Youth Workers
- Youth Workers (Voluntary Sector Development)
- Youth Worker (Participation)
- Support Staff

## Priority 2

To develop and implement a youth work curriculum which is responsive to the needs of young people in Harrow.

Objectives	Planned Action
To enable young people to develop personal and social skills and high aspirations.	<ul style="list-style-type: none"> <li>• Provision of a range of opportunities and programmes based on identified need to include               <ul style="list-style-type: none"> <li>○ focused work on priority groups and issues</li> <li>○ open access for all young people aged 13 to 19</li> </ul> </li> <li>• Provision of programmes to meet the educational and personal development needs of young people aged 9 - 12, targeting those most vulnerable.</li> <li>• Development of projects focused on the education, employment and health needs of young people aged 20 - 25.</li> <li>• Provision of Duke of Edinburgh's Award programmes in schools, colleges and open award centres</li> <li>• Development of accredited learning opportunities in all appropriate projects.</li> <li>• Promotion of equalities in all Youth and Connexions Service projects</li> </ul>
To promote the social inclusion of young people.	<ul style="list-style-type: none"> <li>• Projects which enable young people at risk of exclusion to maintain and increase their learning through school and/or colleges.</li> <li>• Projects which target young people disengaged from education, employment or their local community.</li> <li>• Projects which enable young people to avoid the risk of crime and be involved in positive activities with others.</li> <li>• Projects which target minority groups to meet their needs for personal and social development and educational inclusion.</li> </ul>
To support young people in developing healthy lifestyles.	<ul style="list-style-type: none"> <li>• Promotion of healthy lifestyles in all youth work programmes.</li> <li>• Address mental health and developmental needs of young people in partnership with Harrow PCT and other agencies.</li> </ul>



- Promotion of work which enables young people to develop and maintain sexual health and avoid teenage pregnancy.
- Help young people to manage risk by enabling them to take decisions which avoid
  - unnecessary hazards
  - the misuse of drugs, alcohol or other substances

To engage young people in new opportunities and challenging experiences.

- Development of opportunities for residential activities, outdoor education experiences and youth exchanges including activities with an international dimension.
- Provision of a range of multicultural activities which promote diversity, equalities and understanding of different cultures.

<b>Outputs</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• % of youth provision accessible for at least 4 hours/week, up to 25 hours/week and open during weekends and school holidays</li> <li>• % of young people living within 30 minutes safe travelling distance of youth work provision</li> <li>• % of cohort engaging in activities related to their personal and social development</li> <li>• Number of young people from excluded groups engaged or re-engaged in appropriate opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• % of those who participate who demonstrate learning</li> <li>• Range of learning outcomes described by young people including               <ul style="list-style-type: none"> <li>○ Development and maintenance of effective relationships</li> <li>○ Self-confidence and self-esteem</li> <li>○ Holding a positive self-image</li> </ul> </li> <li>• % of young people who participate gaining an accredited award</li> </ul>

**Action**

- Lifelong Learning and Youth Service Manager
- Assistant Youth Service Manager
- Connexions Local Manager
- Team Leaders
- Senior Youth Workers
- Youth Workers
- Support Staff

### Priority 3

To raise the quality of youth work across the statutory and voluntary sectors in Harrow.

Objectives	Planned Action
<p>To build a skilled staff team which is able to respond flexibly and effectively to changing local and national priorities.</p>	<ul style="list-style-type: none"> <li>• Ensure personnel policies, including equal opportunities, continue to be developed and incorporated into Service practice.</li> <li>• Ensure monitoring and evaluation of the impact of policies.</li> <li>• Keep staffing structure under review to ensure that it continues to adapt to meet the needs of the Service.</li> <li>• Staff employed within the Service appropriately qualified for Youth and Connexions Service work and able to contribute effectively to the Connexions Service with opportunities for Continued Professional Development.</li> <li>• Development of a policy for the recruitment and support of unpaid staff.</li> </ul>
<p>To secure delivery of a high quality, effective and relevant Youth and Connexions Service to Harrow residents.</p>	<ul style="list-style-type: none"> <li>• Implementation of the National Youth Agency's "Youth Base" Management Information System.</li> <li>• Develop and implement a comprehensive quality assurance system to inform, develop and enhance the Service.</li> <li>• Train and support young people to comment, inspect and feedback on provision.</li> <li>• Completion of OfSTED self-assessment and used to improve the Service.</li> </ul>

**Outputs**

- Number of nationally qualified staff (FTE) per 400 of 13 – 19 population
- % of Service budget spent on professional development of staff
- % of staff development budget spent on part-time staff
- Spending on training for volunteer youth workers
- % of staff team participating in at least 12 hours staff development activity each year
- % of youth work session rated satisfactory or better by OfSTED
- % of young people in contact with the Service expressing satisfaction with services offered

**Outcomes**

- % of full-time staff holding/gaining FT national qualification
- % of part-time staff holding/gaining PT national qualification
- % of staff team who participate in staff development activity who demonstrate learning
- Qualitative feedback by young people on learning gained through participation in Youth and Connexions Service activity
- Young people involved in self-assessment of Service provision

**Action**

- Lifelong Learning and Youth Service Manager
- Assistant Youth Service Manager
- Connexions Local Manager
- Team Leaders
- Senior Youth Workers

**Monitoring and Review**

Review by:	Frequency
Youth Service Management Team	Monthly
Lifelong Learning and Youth Service Manager / Head of Children and Community Services	Bi-monthly
Portfolio Holder for Education and Lifelong Learning	Quarterly
Lifelong Learning Scrutiny Sub Committee	Annual & as requested
Cabinet	Annual

## Transforming Youth Work Action Plan 2003 - 2004

### Introduction

The activities proposed within this Transforming Youth Work Development Fund have been developed in response to needs identified through:

- Consultation on the development of the Youth Service Plan
- Consultation carried out for the TYWDF Action Plan 2002 – 2003

The activities proposed in this plan are designed to take forward work which commenced under last years plan and link in to the priorities identified within the Youth Service Plan 2003 – 2004.

### Action Plan

Total Allocation **£30,385**

### Monitoring and Review

Review by:	Frequency
Youth Service Management Team	Monthly
Lifelong Learning and Youth Service Manager / Head of Children and Community Services	Bi-monthly
Portfolio Holder for Education and Lifelong Learning	Quarterly
Lifelong Learning Scrutiny Sub Committee	Annual & as requested
Cabinet	Annual
Harrow Voluntary Youth Workers' Forum	Monthly

**Action 1**

To develop the capacity for partnership working across the voluntary and statutory youth work sectors in Harrow.

**Description** Secure the continued employment of a full-time Youth Worker (Voluntary Sector Development)

**Cost** £24,500

**Match Funding (In-Kind)**

- Part-time Youth Worker (Voluntary Sector Development) - 0.4 FTE
- Management costs including support and supervision
- Accommodation costs
- Resource costs

**Key Activities**

- Support Harrow Voluntary Youth Workers' Forum to establish a Council for Voluntary Youth Service
- Support voluntary youth organisations in accessing funding
- Building networks and structures to enable partnership working between the Youth and Connexions Service and voluntary youth organisations
- Development of the Youth Work Training and Resources base to meet the needs of voluntary youth organisations

**Links to Youth Service Priorities**

**Priority 1**  
To develop an effective infrastructure to support the delivery of youth work across the statutory and voluntary sectors in Harrow.

**Priority 2**  
To develop and implement a youth work curriculum which is responsive to the needs of young people in Harrow.

**Outcomes**

- Development of structures to facilitate consultation and engagement with voluntary youth organisations
- Enhanced ability of voluntary youth organisations to bid for funding and resources from the Council, Connexions and other funding bodies
- Increase in the number of voluntary youth organisations registered with the Youth and Connexions Service
- Examples of effective networking and partnership working leading to joint initiatives

## Action 2

To build the skills of staff (paid and unpaid) engaged in the delivery of youth work in Harrow.

**Description** To support a staff development and training programme for paid and volunteer youth workers in the statutory and voluntary sectors in Harrow

**Cost** £5,885

**Match Funding**

- £11,300 (cash)
- Departmental Training Budget
- Central Training Unit
- Connexions Training

**Key Activities**

- Implementing NYA "Youth Base" MIS system
- Self-Assessment and the OfSTED Framework
- Management development
- Development of Qualifying Training routes for youth workers at Levels 2, 3 and 4

**Links to Youth Service Priorities** **Priority 3**  
To raise the quality of youth work across the statutory and voluntary sectors in Harrow

**Outcomes**

- Progression routes for volunteer and part-time youth workers to national full-time qualifying courses
- Understanding of self-assessment and practical application in the work setting
- Enhanced skills in managing people, resources and projects
- Increase in the numbers of volunteers accessing training and staff development activities