



CITY OF LONDON

YOUTH PARTICIPATION STRATEGY

PRODUCED IN CONSULTATION WITH



AUTHORS

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1. INTRODUCTION

The City of London Corporation has approximately 750 residents under the age of 19 who form an integral part of the community. The City of London Corporation is committed to the holistic development of these young people which includes putting into practice Article 12 of the UN Convention on the Rights of the Child, which states that children have the right to participate in decision-making processes that may be relevant in their lives and to influence decisions taken in their regard within the family, the school or the community.

Promoting active participation and the inclusion of children and young people's views throughout the Children and Families and Education and Early Years departments is a key statutory function and responsibility for the City of London Corporation. Furthermore this commitment is promoted in the knowledge that there are multiple benefits of the active participation of children and young people. When children and young people are involved in active and meaningful participation, service provision has the potential to be more effective, responsive and better value for money, achieving positive, long term outcomes and nurturing resilience.

This participation strategy describes an example framework which City Gateway, who are responsible for the delivery of strand two of the Children and Young People's Plan until April 2016, will use to gather and understand the range of children and young people's experiences in the Square Mile and the mechanisms in place to direct those views into the strategic vision of service planning and review. This includes templates of delivery action plans, suggested KPIs, consultation resources and review outlines which other departments and key partners should use in the delivery of participation.

2. PRINCIPLES OF PARTICIPATION

We strive to the national benchmark set by Hear by Right. "Hear by Right is based around the Seven S model for organisational change: Shared Values, Strategy, Structure, Systems, Staff, Skills & Knowledge and Style of Leadership. For each of these seven standards, there are seven indicators. The standards are split into three levels of performance: Emerging, Established and Advanced, with each building upon the previous one. ***This ensures that young people's involvement is built in and not just bolted on.*** We therefore adhere to the following principles:

- Participation is driven by the needs of children and young people.
- All children and young people have an equal opportunity to participate. Participation should allow young people to grow in their skills as contributors and make meaningful contributions that match their current skillset and level of development.
- We will work to support the involvement of all groups of children including those young people who face the greatest barriers. This should actively seek to include those young people who are under Children's Social Care including Looked After Children and those with SEND.
- Children and young people's participation is based around a properly resourced framework which includes an effective mechanism for two-way communication with senior management. This principle of two way dialogue is central to ensuring that young people identify the impact of their participation.
- Participation brings mutual benefits on many levels for service users and service providers.
- Participation leads to positive outcomes which are communicated to and agreed with children and young people.
- All agencies working with children and young people should work together to support and actively promote participation.

3. AIMS OF STRATEGY

As an organisation we aim to:

- Be fully embracing of the standards of the United Nations Convention on the Rights of the child - The right to participate is enshrined in the Convention.
- Build a consistent approach to participation which enables children and young people to participate at a level which is appropriate for them.
- Ensure all partners are able to apply a consistent approach to participation, using shared values and being able to demonstrate a central commitment to participation.
- Include the most socially excluded in a process of meaningful participation.
- Embed Time Credits, in partnership with Spice, as a key process to encourage user participation.
- Develop a culture of participation throughout Children & Families and Education & Early Years, building a strong foundation for all our children and young people.
- Improve how we consult and engage with our most vulnerable groups of children and young people including Looked After Children, Care Leavers and children with additional, complex and / or safeguarding needs.
- Engage children and young people in activities, events, projects, policy development, recruitment & induction of staff, training, communications, research and evaluation using methods that best suit them.
- Ensure that children and young people are aware of and are enabled to influence the developments in the universal and targeted services that support them through the commissioning, procurement and review of those services.

4. PROCESS

We believe that every young person within City of London has the right to have their voice heard and to play a role in making decisions which affect them. Our aim is to support young people in their citizenship to be responsible, effective and passionate decision makers who have a positive effect on their peers, families and community. We understand participation in four strands:

SILENT VOICE
SAY
DO
DECIDE

Young people can enter and exit at any step in this process and should at all times understand and recognise how they can and are influencing decisions.



SILENT VOICE

Every young person within the Square Mile has a right to have their voice heard and a role to play in shaping decisions whether they choose to participate or not. We not only listen to what young people say but also read the signs which suggest what they may not have said or have been able to say. The SILENT VOICE stage includes the collection and analysis of data sets with the view of shaping our service in line with these findings.

SAY

Each young person should be offered the opportunity to voice their opinion on how services are run within City of London. Encouraging young people to participate at the SAY stage begins with building strong relationships with young people and providing a safe, non-judgmental space for them to air their views. We listen to young people's feedback and requests in conversation and in consultation, both formal and informal, facilitated creatively to capture as broad a cross-section of opinions as possible.

DO

We want to encourage young people not only to share their opinions but to take one step further in taking action to bring about change. We want to develop young people's confidence and ability to a level where they can take responsibility for their own community and play an active and positive role not only within their peer group but at all levels.

DECIDE

At the highest level of participation young people should have had the required level of training and support to feel confident and able to sit at decision making level, feeding into governance meetings and having an active role in the shaping of the service. At this level young people should also have the ability to feed these decisions back to their peers in a professional manner.

SILENT VOICE

The **SILENT VOICE** is the first stage of the dialogue between young people and decision makers. Decision makers standardly use sets of information and data that are central to the formation of strategies and planning and which evaluate delivery and policies.

To ensure that all organisations that are working with young people are able to include a commitment to participation as a central value they are required to make a commitment to collecting and analysing data about young people's usage (or non-usage) of their service to ensure they are able to work with young people to encourage wider partition.

Organisations are required to agree and sign a copy of this strategy to show their commitment to participation as part of their own organisational / departmental business planning, delivery planning and development of strategy and policies as well as those of the City of London Corporation which they sign up to.

The City of London Corporation are committed to working with commissioned providers to analyse the data they provide about who is assessing their services against known data on the local community. Thus organisations are able to target young people who are missing from services and better support those who can be shown to have barriers to participation.

This information can be used by commissioners to help create key questions that need to be sent to young people for consultation at the **SAY** level.

Consultations, outreach & detached work, door-knocking, postal surveys and social media can all be used to collect silent voice data on young people. It is important that there is joined up working between departments and partners to ensure that data sets which can be shared are being used to full effect. By identifying key data themes and by careful analysis we can begin to give qualitative evidence as to why particular trends (including engagement, user need, safeguarding) may exist.

EXAMPLES OF PRACTICE:

The City of London Children & Families department identified that no Looked After Children were accessing City of London youth provision due to their placement location. This was able to trigger a consultation with LAC young people as to what the City of London could provide to ensure they had meaningful ways to participate with the City of London as a Corporate Parent.

The City of London Corporation were able to identify a number of 'unknown' young people whose educational or work destinations were not recorded. This has resulted in work being undertaken to door-knock homes to identify destinations of young people and gather information in why they were not engaged in City of London services.

DATA SHARING

All data will be shared in line with City of London data sharing policies. City of London commissioning teams, who hold centralised data, can be contacted to help identify if partners are working with similar groups of young people. This information will only be provided if it can be demonstrated that there would be a direct benefit to young people in aiding their participation and if it does not break the City of London data protection policy. The City of London Commissioners have been suggested as Champions of Participation for Silent Voice, working to ensure data and information can be used to increase young people's participation within the City of London's services for children and young people.

SAY

The City of London Corporation are committed to listening to young people's voice. This can happen both from a top down or bottom up perspective. This means that all partners agree and are committed to listen to young people as they raise issues and young people are encouraged to raise their thoughts and opinions as part of regular delivery. The City of London Corporation and its partners are also committed to seeking opportunities to consult with a range of young people on development, commissioning and planning of services that will directly affect them as City residents.

Young people can raise their concerns, in a number of different ways which include but are not limited to the following.

- Young people are given clear ways to feed back comments, complaints and compliments in all departments and organisations that deliver activities and services to them.
- Young people are given the opportunity to feed into the evaluation of delivery and this is clearly documented.
- Where appropriate young people will be involved in secret shopping or observations of delivery and will feed back their findings in a constructive way to decision makers.
- Young people are provided a forum where they can raise key priorities as receivers of services with policy makers and commissioners.

Young people can be consulted by partners, members and commissioners using a range of methods. City Gateway, as the commissioned youth service provider, will be available to decision makers to help advise on the most suitable methods of consultation taking into account the skills levels of those they need to consult with and the barriers those groups have around participation. Decision makers are able to feed into City Gateway management set questions or areas of consultations that they wish to be taken to unit level. This will include delivery conducted by partners and outreach workers to ensure as many young people as possible are heard. While City Gateway is available to advise, facilitate and train, individual departments, partners and organisations are responsible for the planning, recruitment, delivery and review of their own consultations.

Consultations that happen internally (i.e. focused on current users for a specific department or partner) are encouraged and do not need to be co-ordinated by the youth service provider City Gateway. Partners are committed to the process of consultation and will be required to report bi-monthly to City Gateway and the commissioning team. This information will be used to evidence the City of London Corporation's commitment to participation as well as being analysed for cross cutting views of young people from the range of services, including those of partner organisations, on offer within the Square Mile.

CLOSING THE COMMUNICATION GAP

As a listening exercise it is crucial to consult with young people. To ensure young people remain motivated to engage with the participation process it is vital that decision makers **SAY** back to young people how their views have been included in policy, strategy or planning. This requires both local (mangers within the partnership) and corporate decision makers to commit to responding to the comments made by young people. This can be done in a number of ways including:

- **'You Said - We Did' advertising.**
- **Responding to consultations within the youth forums and working with named young people to make recommendations.**
- **Holding action sessions where specific groups of young people are told how their voices have been used in planning, strategy or policy.**

WORKING WITH BARRIERS TO SAY

The City of London Corporation has a commitment to encourage all young people to use their voices as part of the youth participation strategy. As such consultation will include identified groups of vulnerable young people. These groups include but are not limited to:

- **Care Leavers**
- **Looked After Children**
- **Young people who receive support from Troubled Families and Early Intervention**
- **Young people with SEND**
- **NEET young people**
- **Young people who are accessing substance misuse services**
- **Young people with identified safeguarding needs**

To ensure that young people from these groups are able to **SAY** to decision makers how they feel the City of London Corporation is committed to ensuring that young people from these groups can participate by nominating a Participation Champion who works with these groups to ensure they have the opportunity to have their voice heard using methods that are suitable for their location and skill level.

Youth Participation Champions for these areas will advise on the most effective methods to consult with these groups as well as ensuring that there is direct access to young people they work with from these areas.

LOOKED AFTER CHILDREN

Many of the Looked After Children, who come under the City of London Corporation's responsibility, do not live within the Square Mile. The City of London Corporation and City Gateway must continue show their commitment to ensuring that these young people can participate by identifying and documenting remote methods of consulting with young people as well as creating opportunities to 'return' to the Square Mile to take part in participation activities.

EXAMPLES OF PRACTICE

In October 2013 LAC were invited to a consultation event specifically looking at their relationship with the City of London as a Corporate Parent, what services they access and what information they have access to. This identified that many, although not all, young people want methods to remain connected to the City of London, as well as identifying language, location and IT as limiting factors and barriers that prevent their increased participation. This information has been passed to Commissioners so they are able to design services that are suitable for this group of young people.

Each quarter City Gateway consult with non-users of the City of London Universal offer through street based work. This has allowed City Gateway managers to specifically design services in line with the voices of non-users groups, increasing the uptake of these services. This included providing girls' specific work as well as access into IAG support and training opportunities.

DO

City of London are committed to providing opportunities for young people to co-deliver the services that are provided to benefit young people within the City. The City recognise that young people need to be provided opportunities that are suitable to their ability and confidence, while at the same time involving real responsibility for young people that helps them to grow and develop as leaders and contributors to their community.

Young people need to be provided with opportunities to work alongside staff from both City and Partners that is at a suitable level. A suitable level is defined as (*an area that?*), 'Gives the young people real responsibilities, where the impact of their contribution can be identified and that challenges them grow in their skills and step out of their comfort zone'.

Partners and organisations are committed to creating opportunities that are suitable to young people with a range of skills. The forenamed champions for vulnerable young people can be consulted to ensure that opportunities are made suitable for young people who have specific needs. This should include, ensuring there are opportunities made available each year for young people visiting the City who are externally placed as looked after young people. Young people will be advertised to young people through Mix and Match Job Descriptions (More information below).

The importance (aim?) of allowing young people to work alongside staff in delivering project is firstly to create and maintain an ethos of partnership between services and young people, and secondly to progress young people through the participation strategy. By providing young people the opportunity of working alongside managers, delivery staff and City officers, young people are able to gain an understanding of the complex decisions that need to be made to make young people services deliverable. Young people are able learn and work through the conflicts that occur in making sure delivery is participatory and of good quality. Through ensuring that these volunteering opportunities come from the full range of teams and services that work for the benefit for young people, young people are provided with access to a wider range of opportunities. This helps them to aspire to gain skills in areas from both front facing teams i.e. youth workers support services, as well as wider disciplines such as finance, commissioning and marketing.

All young people who take up a Mix and Match JD opportunity will be referred to as **Young Leaders**.

SPICE:

To motivate young people to take up volunteering opportunities through City, the City of London have commissioned SPICE to embed time credits both for young people and the wider community. For every hour a young person gives on any Mix and Match Job Description. These Time Credits can be spent through named commercial businesses and partner organisations, providing them with wider opportunities to try new activities at no costs.

Spice will interact with each stage of this strategy, as they will be committed to consulting young people as to where they want to be able to urn and spend credits, they will provide opportunities for volunteering along site Spice activities and staff. Spice will also seek recommendations from young people, as to how they plan, deliver and write strategies to develop the Spice brand.

Mix and Match JD's

The Mix and Match JD's will be used to advertise opportunities for volunteering to young people. Partner organisations have the option to create a JD and advertise this internally to their own participants or through the Youth Service provider (City Gateway) to provide opportunities for young people who have not previously used their service.

JD advertised both internally and externally will be sent to the youth services provider (City Gateway) bi-monthly with a report on which young people have taken up the opportunities and for how many hours, so they can be accredited with their SPICE currency.

Champions for specific vulnerable groups can be consulted to ensure that the opportunities are advertised to the suitable groups and to make sure that JD's are written with specific vulnerable groups in mind when appropriate.

City Gateway have provided a template CV to ensure a standard approach across all partners (Appendix 1). Each partner organisation will be required to guarantee and prove that the participation champion (see champions) has the skills to oversee the opportunity and is safe to work with young people, including a DBS check.

Each JD must contain the following information:

- **The Shared Valued of Participation**
- **Who the young person will be responsible to (Participation Champion)**
- **The number of hours and times required to take up the opportunity**
- **Previous skills or training required to be held by the young person if any**
- **The skills and qualifications that they will gain from taking up the opportunity, where relevant**

Through offering a range of opportunities, this strategy aims to ensure that young people are able to control the number of hours they spend on volunteering, and that they are able to take up opportunities that will provide them with a range of skills across a number of areas.

TRAINING

City of London and City Gateway acknowledge the importance of using 'Do' as an opportunity to build young people's skills. These need to be both soft skills as well as formal accreditations. As a part of each JD young people will be provided with a set of skills they will gain. These should always be backed up by training either 'on the job' or as part of the Universal Youth Offer.

Training for all Young Leaders:

- **Public speaking**
- **Working with others**
- **Working with peers**
- **Using feedback**
- **Setting Goals**
- **Time Keeping and Personal Management**
- **The Characteristics of a Young Leader**

Role Specific Training:

This is training that will be specific to an opportunity that enables a young person to take on specific responsibilities. These will be provided by partner organisations with the relevant knowledge and skillsets and may include (not and exhaustive list):

- **Drugs awareness**
- **Marketing**
- **Sports Coaching**
- **Planning sessions**
- **Delivering sessions**

Some training will be formal and result in a qualification for young people. City Gateway as the Youth Provider will be responsible for mapping and entering young people for qualifications that they gain through their volunteering. Where appropriate they will use partners, such as Fusion, to provide industry specific training. Each JD will clearly identify what qualifications can be gained by a young person taking up the opportunity.

As a recognition that some young people will be taking part in the partition process to give back to their communities, rather than to build their own skills portfolio, young people are encouraged but not required to enter for accreditations. If a young person agrees they wish to take on an accreditation they will be expected to meet the criteria of the agreed accreditation.

Appendix 2 is an example of the qualification matrix used by City Gateway showing the accreditations that City Gateway are able to offer to young leaders.

Some of the skills offered through the **Young Leaders or 'Do'** strand will be offered to young people under the Enjoy and Archive strand of youth work, letting young people gain recognised skills in areas of their own interest.

In other cases young people will gain qualifications in the 'Make a positive contribution' strand of youth work helping to build the skills they need to progress through the participation strategy and develop into service delivery and decision makers. All young people who progress into the '**decide**' segment of the participation strategy will be required to show that they have undergone training identified as up-skilling them to 'Make a Positive Contribution' as well as to skills based sessions.

Examples of Practice:

Young people were invited by City Gateway to organise, plan and deliver a community event. The young people who were selected to support this work had not previously been involved in the youth participation process, but through taking on a one off volunteering opportunity they gained confidence that they had skills to offer to the local community and agreed to come on the Young Leaders training residential. The event they planned had over 50 young people attend, this is 50% of the universal service KPI, and so it was a significant contribution to co-delivery of services.

DECIDE

At the '**DECIDE**' level of this strategy, **Young Leaders** will be given the opportunity to become **Youth Advisors**. A Young Leader will need to show that they have undergone, or are willing to undergo, the relevant training (see above), as well as agree to commit to serving as a Youth Advisor for a minimum of one school term.

The role of the **Youth Advisors** will be to work with the youth participation manager, City Officers, and partner organisations to make evidence based recommendations into their systems of decision making.

MAKING RECOMMENDATIONS:

To make a 'solid recommendation' Youth Advisors will be provided with the following:

- Consultations from other young people and service users.
- Limiting parameters for the decision, such as budget or wider factors.
- Recommendations from delivery staff and managers.

This information will be brought by officers to the **YES group** (see appendix 4), to allow Youth Advisors and officers to make relevant and evidence led recommendations. The YES group feeds directly into the Children's Executive Board (CEB) who are responsible for the monitoring, commissioning and quality of services for young people within the City of London. The Youth Advisors will send a report to Chair of the CEB showing their progress and making recommendations to be approved or responded to directly by decision makers.

Youth Advisors will also be expected to identify 3 significant issues a year that are key for young people within the City, consulting with wider groups of young people, researching current operations that cover their chosen areas, and working with relevant officers to support current delivery and recommend changes in line with their findings.

City of London are committed to ensuring that participation is a two way process and will support officers to attend YES meetings to ensure Youth Advisors are able to fully explore the issues identified as priorities by young people.

YOUTH ADVISORS

The youth service provider City Gateway, will provide Youth Advisors with relevant ongoing support, and training to ensure they are able to use information that are both representative of young people views and are deliverable with in identified limiting factors.

Youth Advisors will also be responsible for communicating back to wider groups of young people, how their views have been used in decision making. This will be done through reporting back at unit level, and within partner organisations.

Youth Advisors will also act as Champions of Youth Participation, through agreeing a Charter Mark, that can be used to help identify witch organisations and projects have adhered to the City of London's Youth Participation process.

Youth Advisors will be representative of all the different groups who live in the City of London. This will be achieved by working with partners to ensure that each partner organisation is given the opportunity to put forward a **Youth Advisor**, as well as ensuring the youth advisors are representative of each of the 4 main residential estates within the City of London boarders. If representatives from each residential estate are not found through the partners' nomination process, the youth service provider City Gateway will become responsible for locating a young person(s), to represent the 'missing' area.

To further ensure that vulnerable groups are represented in this decision making process, a **Youth Advisor(s)** will be nominated to represent the groups named below. To ensure they are supported in this process the Youth Participation Champion for each of these groups will be required to offer support to these Youth Advisors to aid their participation.

Youth Advisors will be sought from:

- **Looked after Young People and or Leaving Care.**
- **Those Receiving Early Intervention support.**
- **Those supported through SEND support services.**
- **Those requiring support to access training or NEET young people.**

YOUNG MAYOR / YMP

From the group of Youth Advisors, on an annual basis, Young People will be given the opportunity to elect a youth MP and deputy MP.

The Youth MP will take on the additional responsibilities of:

- Chairing the YES group.
- Challenging any decisions made that youth advisors feel are unfair or do not take into account young people's views.
- Approving the YES group exception report to the CEB including reporting against agreed BPI's (Best Practice Indictors).
- Attending the CEB (if this can be accommodated around their educational requirements).
- Agreeing the Youth Services BPI's.

If young people feel they are not being listened to by those that deliver their service, young people are encouraged to work with their service provider to work through these concerns. However, if young people are not satisfied with the response that will be given they will have the opportunity to contact the youth MP who will meet directly with commissioners to raise these concerns. If these concerns regard the universal service provider City Gateway, who are commissioned to support the Youth Advisors and Youth MP, the youth MP will be able to contact a named commissioner to ensure these concerns are dealt with fairly.

YES GROUP (NAME SUBJECT TO CHANGE)

The Yes group is a critical part of the participation process as it provides the forum where young people and decision makers can come together in dialogue. The YES group will meet once a month with the agenda for the following month advisable for the group members. All items on the agenda should come with the appropriate amount of planning for recommendations to be made. This group is not an extension of the consultation process but the method by which young people can feed into the decision making process, ensuring young people's voices are embedded in planning, delivery, strategy and monitoring of the services that affect them.

As a commitment to this process the City of London is committed to ensuring officers make available the information outlined above to ensure that young people can make a meaningful contribution.

Youth Advisors commit to attending at least three YES groups each term, and committing to training that will aid them in making recommendations to decision makers.

Youth Advisors will also commit to feeding into the decision making processes around the recruitment and appraisals of front facing staff for the City of London and the Universal service provider City Gateway. This will either be through the use of the 'Staff Ready Profile' (see Appendix 3) both at interview and appraisal, or (preferred) through directly being part of an observation or interview panel.

EXAMPLES FROM PRACTICE:

In the appointment of the Manager for the Universal Service Manger (City Gateway) young people were invited to take part in the observations and interviews of the candidates. Young people fed back their thoughts and feelings about each candidate. This was recorded and presented to Youth Advisors along with recommendations from managers, and a breakdown of the skillsets and qualifications of each candidate. Youth Advisors and Managers agreed on the appointment of two staff members at different levels that took into account the skillsets, accreditations of each candidate as well as the preferences of decision makers and young people.

YOUTH PARTICIPATION CHAMPIONS

Youth Participation Champions are specifically chosen in each department / stream to be an active advocate for the culture of participation. All Champions should aim to embody the joint City of London Corporation and City Gateway STAFF PROFILE. These are the qualities that service users have set out as the characteristics that they feel front facing staff require to work with young people. Champions exist to ensure young people from their department / stream are able to understand and engage with each level of this strategy and have access to have their say, volunteer and make decisions about a wide range of services. These services do not only include the ones that obviously affect them, such as youth work, but those that are less explicit or behind the scenes including communications, departmental plans and commissioning.

Named Youth Participations Champions from partner organisations and identified departments will be responsible for ensuring that this strategy is fully embedded into the working ethos of their teams and organisations. Each Champion will be expected to embody the Staff Profile written by young people.

STAFF PROFILE

FRIENDLY:

Makes an effort to get to know us

APPROACHABLE:

Helps us feel comfortable to come to you.

COMMITTED:

Invests in us and gives second chances.

A PASSIONATE ROLE MODEL:

Wants to work with us, wants the best for us, and helps us want the best for ourselves (doesn't look down on us).

UNDERSTANDING AND EMPATHETIC:

We are different in many ways and similar in others, try and see thing from our shoes.

TRUSTWORTHY:

Makes decisions with us and aims to show us how decisions made are best for us.

FUN:

Not always being focused on the tasks, gets to know us as well.

GOOD COMMUNICATOR:

We like to feel listened to, heard, and positively engaged. We want you to always be honest and kind and give us constructive criticism.

PROBLEM SOLVER:

Quick to respond and help us think through solutions, providing different points of view.

Champions are responsible for ensuring that within their area, department or stream, young people have clear ways to participate across the different levels of the strategy.

Each champion will be required to:

- Send bi-monthly reporting and evidencing on how young people have fed into their areas against the different levels.
- Support Young Leaders to or directly run focus groups or consultations to get direct feedback on their areas.
- Attend at least 4 of the monthly YES meetings to feed back results or help them raise issues of concern.
- Write JDs that show young people how they can join in delivery within their area.
- Support and co-ordinate young people who take up the opportunities within the JDs they submit.
- Feed back to Young Leaders and young people how their participation has influenced decisions.

To support Area Champions there will also be Champions for the four streams who can support Area Champions in ensuring that they are working across the levels of the participation strategy.

4. REVIEW PROCESS

Each department and key partner will be responsible for their own review process based on guidelines set by City Gateway. Success can only be determined based on a strong mix of qualitative and quantitative results – the aim of this strategy is to move young people along a process from being a Silent Voice statistic to being an individual active participant and we must see this process in the review. It is an inherent part of the strategy that young people's voices are directly fed into the relevant levels of governance and that the decisions made on their behalf are fed back to them. While City Gateway can help to facilitate this process, each department must take ownership of their own systems of monitoring and feedback.

Participation is an ongoing and fluid process which is only achieved once all children and young people's voices are not only heard but fully integrated into service delivery. While this may seem utopian, it is the benchmark we must strive toward to achieve maximum engagement with the strategy.

TRACKING AND REPORTING

To ensure that key issues are identifiable and that consistent standards of practice are adopted by all departments and key partners Champions are required to provide a brief, bi-monthly report that shows their activity against the 4 stands of the strategy.

The reports of key partners are sent to and collated by the nominated person in each department, who will be responsible for summarising these reports both to the Children's Services Commissioners and the Youth Advisors. This information will be used to guarantee that commissioned services are working towards the same joint values of youth participation.

These reports will also help Commissioners to identify key themes that cut across all provisions against all the stands of the CYPP. This information can then be used to improve services for young people within the Square Mile.

Individual organisations will be required to provide evidence of their activity in line with these reports to the City of London Children's Commissioners in the event of any quality inspections or audits.

