

Action Plan

In the coming year we aim to meet each level of participation in the following ways:

CITY OF LONDON PARTICIPATION STRATEGY | CITY GATEWAY DELIVERY ACTION PLAN

SILENT VOICE		
YEAR ONE Q4	JANUARY	TARGETED SUPPORT REVIEW
	FEBRUARY	
	MARCH	
YEAR TWO Q1	APRIL	TARGETED SUPPORT REVIEW
	MAY	
	JUNE	
YEAR TWO Q2	JULY	TARGETED SUPPORT REVIEW
	AUGUST	
	SEPTEMBER	
		By the end of Y1Q4 we will have undertaken a full review of our detached and outreach work within City enabling us to collect a wider range of data on non-service users so as to signpost to specific services based on expressed need and/or interest. We will also launch social media platforms allowing us to communicate with potential service users as well as Looked After Children & Care Leavers and those living in outlying estates.
		By the end of Y2Q1 we will have both hard and e-copies of a live community map of internal data. This will outline demographic, borough movement, areas of need, services etc. and will enable us to assess shifts in data.
		By the end of Y2Q2 we will have worked with City of London and partner organisations to identify and map data sets currently held on various systems regarding young City residents.

YEAR TWO Q3	OCTOBER	TARGETED SUPPORT REVIEW	By the end of Y2Q3 we will have a signed agreement by all partners as to how we share and manage data to assess need and increase participation and engagement.
	NOVEMBER		
	DECEMBER		
YEAR TWO Q4	JANUARY	TARGETED SUPPORT REVIEW	By the end of Y2Q4 we will have both hard and e-copies of a second live community map of data and intelligence from partners which can be shared across services increasing joined up working.
	FEBRUARY		
	MARCH		

SAY		
YEAR ONE Q4	JANUARY	
	FEBRUARY	TERM PROGRAMME CONSULTATION
	MARCH	
YEAR TWO Q1	APRIL	
	MAY	TERM PROGRAMME CONSULTATION
	JUNE	
YEAR TWO Q2	JULY	
	AUGUST	TERM PROGRAMME CONSULTATION
	SEPTEMBER	ANNUAL SERVICE CONSULTATION
		By the end of Y1Q4 we will have identified and trained staff champions in key areas on participation and how to embed this throughout their service area. We will also have established Youth Boards at each City Gateway session which advertise services, celebrate achievement and feed back on decisions made from consultations. We will encourage partners to set up similar board in their sites.
		By the end of Y2Q1 we will have produced consultation resources for partners and want to see a wide range of consultations being delivered and mapped across of areas and youth services.
		By the end of Y2Q2 we will have set up a termly Young People's Forum where young people can openly raise issues of concern and have them heard by decision makers at all levels of service provision.

YEAR TWO Q3	OCTOBER		By the end of Y2Q3 we will have trained up Young Leaders and Youth Advisors who will be responsible for feeding back decisions made from consultations to young people at sessions.
	NOVEMBER	TERM PROGRAMME CONSULTATION	
	DECEMBER		
YEAR TWO Q4	JANUARY		By the end of Y2Q4 we have held a review with young people to assess the impact champions are having on youth participation.
	FEBRUARY	TERM PROGRAMME CONSULTATION	
	MARCH		

DO		
YEAR ONE Q4	JANUARY	By the end of Y1Q4 a range of JDs will be written by City Gateway and participating partners and published online and in sessions. These will range from low to high level in ability and commitment.
	FEBRUARY	
	MARCH	
YEAR TWO Q1	APRIL	By the end of Y2Q1 we will have conducted staff led volunteer drive to sign young people up to JDs and Spice Time Credits.
	MAY	
	JUNE	
YEAR TWO Q2	JULY	By the end of Y2Q2 all young people retained on JDs will have completed training and achieved accreditations in volunteering and-or leadership.
	AUGUST	
	SEPTEMBER	
YEAR TWO Q3	OCTOBER	By the end of Y2Q3 trained Young Leaders and Youth Advisors will plan and deliver a youth led volunteer drive to sign more young people up to JDs and Spice Time Credits.
	NOVEMBER	
	DECEMBER	
YEAR TWO Q4	JANUARY	By the end of Y2Q4 all young people retained on JDs will have completed peer led training and achieved accreditations in volunteering and-or leadership.
	FEBRUARY	
	MARCH	

DECIDE		
YEAR ONE Q4	JANUARY	
	FEBRUARY	
	MARCH	By the end of Y1Q4 we will have ____ a full recruitment and marketing drive for YA. This will be targeted at each City Gateway session, partner organisations and schools. We will use taster workshops to develop a “youth-friendly” version of the CYPP.
YEAR TWO Q1	APRIL	YOUTH ADVISOR INTERVIEWS
	MAY	
	JUNE	
YEAR TWO Q2	JULY	By the end of Y2Q1 we will have conducted interviews for Youth Advisors and relaunched this programme. We aim to have one young person representing each session, school, partnership organisation and residential ward so as to have a broad cross-section of City residents and service users engaged in decision making. The Youth Advisors will have reviewed the charter mark, branding and Hear By Right map ready for launch in September.
	AUGUST	YMP ELECTIONS
	SEPTEMBER	
		By the end of Y2Q2 young people will have elected a Youth MP / Young Mayor.

YEAR TWO Q3	OCTOBER	LEADERSHIP RESIDENTIAL	By the end of Y2Q3 all Youth Advisors will have completed training and have received accreditations.
	NOVEMBER		
	DECEMBER		
YEAR TWO Q4	JANUARY	HEAR BY RIGHT APPLICATION	By the end of Y2Q4 Youth Advisors will have completed a full Hear By Right application for City of London.
	FEBRUARY		
	MARCH		

Key Performance Indicators

To ensure the strategy and its delivery is effective City Gateway (delivery provider) will be held accountable to the following agreed KPI's and BPI's.

INDICATOR	RECOMMENDATION
1.1 We have a central commitment to participation	Training of Champions to ensure participation is embedded throughout the organisation.
1.2 We show clearly our shared values on participation	Shared Values are embedded in the strategy and are clearly visible at all sessions.
1.3 We recognise and promote Article 12 of the convention on the Rights of the Child	Complete
2.1 We have done an audit of our resources that support participation	We will begin the application process by the end of Y1Q4 to gain recognition before Y2Q4.
2.2 We have a strategic plan for participation	Complete
3.1 Young people tell us how they want to participate	Consultation calendar attached (appendix. 5)
3.2 We have lots of different ways for young people to participate	Consultation resources for partners will be created and distributed in Y2Q1
3.3 We make sure lots of different young people are included in participation	Our Silent Voice – Say – Do – Decide model ensures that as many different young people's voices are consulted.
4.1 We have a range of policies in place to support participation	Policies are available upon request.
4.2 We have budgets and finance systems in place to support participation	Youth Advisors will be trained in budget management and will help oversee the participation budget.
4.3 We record and promote 'what's changed' because of participation	This is documented for governors through monthly and quarterly reports and for young people through "you said – we did" and eventually youth champions
5.1 Job descriptions etc. of key staff include skills and commitment to participation	Included in City Gateway internal role. To be included in City and partner roles.
5.2 Young people participate in the recruitment and induction of key staff	Young People play an active part in the recruitment process of all new front-facing staff.
5.3 Supervision and appraisal of key staff includes progress on participation	Staff are trained in participation. Participation is written into session plans and staff supervisions.
6.1 Young people receive participation training	Young Leaders, Youth Advisors & YMP receive accredited training in a range of disciplines as listed in the strategy.
6.2 Staff receive participation training	All City Gateway staff and Champions receive participation training.
6.3 Young people have enough information to participate fully	Participation is embedded in every level of our provision. Information should flow up and down the strands so that young people know their voice is being heard. This is monitored by consultation, observation and secret shopping.
7.1 Senior managers and leaders are champions for participation	Champions have been identified and sit within all levels of staffing.
7.2 Senior managers and leaders support innovation in participation practice	This is monitored by consultation, observation and secret shopping.
7.3 Senior managers and leaders take an active part in participation events	Participation is written into all internal City Gateway roles. Participation should also be written into front facing City roles.

Good Practice Model

City Gateway is currently the only holder of Hear by Right Gold award. We are looking to build on the success of this achievement and continue to build routes for all young people to participate in all areas of the organisation.

Shared Values

Is there a strong commitment to involving children and young people at the heart of the organisation's values and beliefs?

- Young people are a central commitment of City Gateway and the CoLC youth service. They have a variety of ways to feedback on services as well as helping to develop and priority areas of work, helping plan delivery and playing a central role in delivery and feedback. This includes the participation process, youth lead funding process, youth evenings evaluation process, youth work year planning prioritisations and planning process.
- Young People's participation is documented in City Gateway's policies and governance documents. Participation of young people is displayed on public notice boards and documented in the planning and evaluation of sessions and programs.
- Shared values, developed in negotiation between staff and young people, are on display within the youth service delivery spaces. These will be reviewed with young people over the year annually.
- Young people are given the opportunity to feed into policy, and Youth Advisors are invited to review individual staff performance as well as make recommendations regarding the development of projects and central services such as HR through the organisational yearly planning process, as well as the success of projects against shared values.
- City Gateway will review the involvement clients in the year planning process and documenting the impact of their involvement and lesson learnt from the approaches used to gather their thoughts on specific issues.
- A team of representatives from the client group will be assisted by named managers in developing the skills needed to directly negotiate shared values with organisational decision making bodies.

Strategy

How are you monitoring and reviewing the strategy (Hear by Right if you use it or any other Participation Strategy) and the impact of children and young people's involvement?

- Internally City Gateway employs specific positions whose roles are to encourage young people's participation and inclusion. Within the youth work department and in specific roles in other parts of the organisation JD and objectives reflect the language of participation and inclusion. Within the City youth service a youth work manager will be employed to manage the youth partition service.
- A strategic plan for young people's involvement is being developed; Youth Advisors will be consulted on what model of participation they best engage with. Within the youth work department there are agreed roles and staff positions for young people as well as structural processes to allow young people to participate on the agreed levels set out in the youth participation process.
- The Youth Advisors team will be involved in the development and agreeing of the youth work teams strategic plan and subsequent unit plans. All service users are invited to feed into the organisation strategic plan through interviews and learning cafés.
- Policies within City Gateway refer to the active participation of young people, including volunteer agreements for young people and Job Descriptions for City Gateway's young members of staff.
- City Gateway will look to employ young people who have progressed from the youth service as sessional workers, youth workers or as sports apprentices where appropriate.
- Every year young people vote for representatives that directly present key priorities and values to decision making bodies within the organisation.
- The City Youth MP will be instrumental in leading surgeries and youth consultations.

Structures

What structures will best serve the interests of all involved, including excluded young people?

- Young people are consulted on structures that help or hinder their active involvement with City Gateway, for example working with young women around structuring girls work. Interview processes help staff to establish gaps perceived by young people and service users.
- City Gateway's IYSS model provides both formal and informal ways that young people can become actively involved.
- Young people's views are built into decision making. Their feedback is taken for all key appointments of staff as well as decisions from program design to how budgets are spent on resources within specific projects.
- City Gateway partners with many organisations to ensure that we work to include a diverse group of young people. Partners include YOT, PAYP, schools and PRU's Young people, and partners are routinely asked to comment on City Gateway's ability to prove an inclusive environment and how to target underrepresented groups such as girls within youth work.

- Young people are included in City Gateway's scrutiny structures helping to review and feedback on staff performance as well as project evaluation. This takes the form of youth worker observations and/or session and lesson observations.
- City Gateway regularly has young people that represent them with local partners, external agencies and funders.
- City Gateway fundraise for a youth controlled budget to allow young people to directly influence project commissioning, design and structure as well as consulting young people in fundraising and service design services.

Systems

Can you prove the impact of children and young people's participation on decision-making and on the services they use?

- City Gateway has robust safeguarding policies that are explicit about young people's participation and involvement.
- Budgets are set aside for youth forums and the continuation of young people's participations. City Gateway also holds a safeguarding budget that allows for additional resources to be freed up if a young person is prevented from participation due to external risk factors.
- City Gateway record young people's feedback and can evidence the changes that are implemented from their comments. Through Professional Lead meetings consultation is taking place to implement this in the quality improvement process for City Gateway as a whole.
- Young people's achievements are recorded in a range of ways including a role of honour, case study documents and award evenings.
- Young people and Youth Advisors are consulted on appropriate rewards for participation and involvement as well as having identified budgets.
- City Gateway works with a number of partners placing young people as apprentices and encouraging wider active involvement.
- City Gateway carries out ongoing review of safeguarding and transition and other relevant policies taking youth participation into account.
- Safeguarding budget is reviewed on an annual basis, were reasonable, to ensure young people's ongoing participation despite risk factors.
- Youth Lead budgets are to be formalised in line with available funding and young people and Youth Advisors are to be consulted on the rewards for participation to come out of this budget.

Staff

How do you make sure staff really do support the active involvement of children and young people?

- City Gateway's job descriptions for face to face staff all require that they have the skills to encourage active involvement of young people.
- Young people are included on the decision making off all key staff through interviews and giving feedback on sessions run by interviewee's.
- Youth Advisors and apprentices' feedback on staff performance within the youth work team for appraisals through observations around key skills and values.
- Young people are included in the induction of new members of staff and staff are introduced to the different ways that young people are active participants in City Gateway.
- Young people are given a large range of volunteering and employment opportunities within City Gateway.
- Young people have input on the recruitment of some managers within City Gateway and are able to communicate directly with senior members of staff.

Skills and Knowledge

How can decision-making be more inclusive and accessible to less confident or experienced younger people?

- City Gateway and prospects has clear progression routes for young people and our work aims to ensure young people have the skills to make change happen, including negotiating and presenting ideas to working with budgets and information management.
- All young people at City Gateway have a learning plan that includes their professional development. Internally, professional standards are managed through professional lead meetings and quality improvement meetings where key areas for learning are identified.
- City Gateway ensures that all young people are given the information to aid their participations. This happens through advertising and through staff encouraging young people in to opportunities to participate.
- Young people do not currently train managers in the active involvement of young people. However, Youth Advisors, apprentices and volunteers work directly with managers permitting high levels of dialogue and learning to occur.
- City Gateway's Youth Advisors, volunteers and apprentices are actively involved in encouraging other young people to participate. The Youth Advisors have been involved in defining characters of a young leader that clearly identify their roles to aid feedback and participation, and clear boundaries are provided for them to ensure they can operate within safe boundaries.
- City Gateway's young people deliver sessions and training to other organisations and partners.

- City Gateway is committed to mentoring young people and acknowledges the importance this has in assisting young people to continue to participate.

Style of Leadership

Are young people leading projects with appropriate support?

- There are key managers in the organisation who have the responsibility for promoting and championing young people's involvement.
- Managers at City Gateway and the City accept that young people may make mistakes and have set up support systems such as mentoring to encourage young people to continue their participation through mistakes. Youth Advisors and volunteers are encouraged, through supervisions, to reflect on their experience and learn from them.
- Managers publicise and celebrate young people's participation. Young people's participation is a key message given to partners and supporters.
- Managers and Leaders in the organisation are required to undergo training to encourage young people's active involvement including professional youth work, supervision and teaching qualifications.
- Young people work closely with senior staff providing on-going opportunities for conversation and learning.
- Leaderships of key projects and the youth work team is shared with young people through their feedback and project development process.

DRAFT

YOUNG LEADER JD (TEMPLATE)

Young Leader – *Specific Role*

Main Workbase

Hours:

Length of Role:

Champion:

Remember you will earn one SPICE TIME CREDIT for every hour you volunteer.

Main Purpose

At City Gateway we have a core ethos of working alongside our service users. The aim of young leaders programme is to allow young people and other service users to input directly into delivery and decision making. This JD outlines one of many ways you can work alongside staff to shape City Gateway and ensure we are running programs and services that are needed and relevant to our user group. You can take on a number of different roles at any given time, but you are responsible for making sure you feedback to your named champions on your progress.

Make sure you do not overload yourself with too many activities, and that you can commit to any roles. We hope you use this programme to broaden your skillset and to give back to your community.

Characteristics of a young leader

When developing the young leaders' team it was felt that it was important not to limit young people to set roles. This is why you can 'Mix and Match' JD's. As an organisation, we want to ensure that young people are given the opportunity to develop leadership skills in every area of the organisation, as well as to feed into the operational and governance process of all areas of our work. We have young leaders who work within our HR and Administration departments as well as those who deliver work directly to their peers. To ensure that young leaders in all their varying roles are working to the same set of values, we have agreed a list of characteristics that young leaders are expected to be able to develop and demonstrate as they work with staff to ensure young people are full participants in the work of City Gateway.

Young leaders are half staff and half young person who are expected to be able to:

- be understanding
- be trustworthy
- take on responsibility
- be friendly

- be themselves
- maintain proper boundaries with staff and other young people
- listen to other young people
- be an advocate
- learn from their mistakes
- use their ideas for the benefit of other young people and service users
- continue learning

Main Responsibilities

Our young people are our best promoters – you are the people who make our reputation by telling your friends and peers what you have been able to achieve by enrolling with City Gateway. Peer referrals are the most common way that new young people come to us. Please help us to continue with our work by becoming an ambassador and spreading the word!

- Promote the training and apprenticeship opportunities available through City Gateway
- Attend an agreed number of events (school –based events / careers fairs with partner organisations etc. throughout the year, aimed at providing information about training and apprenticeships to young people usually aged 14-18
- Be able to explain the benefits of apprenticeships in an impartial way when necessary
- Be comfortable to share personal experience of training / apprenticeship when appropriate

Personal Specification

Person Specification	Essential	Desirable
	•	
	•	
	•	

Qualifications Available with this JD

Please note you will need to agree starting this qualification with the Champion named above. Sign up is not automatic.

Qualification	Time Commitment	Level	Qual Lead

Main Skills Gained with this JD

At City gateway we aims to help young people reach their full potential; one way we can help you do this is by offering activities in lots of different subjects and areas. You can let us know which areas of your development you are inserted in working on by circling as many of the activities below that you think you would enjoy, or benefit from.

	Sports	Personal Social Development	Mentoring	Volunteering	Arts	Life Skills	Climbing	Dance	Music
Level 1 AQA,	Climbing Hockey Football Volleyball ball Table tennis Pool Other	Confidence building Friends / Relationships Money management Study skill Bullying Body image Anger management Other.....	Listening skill Befriending Into to Peer mentoring	Volunteering at an Event Level 1	Photography Drama Poetry Lyric writing	Personal safety, Healthy eating Basic DIY Communication skill	Introduction to Rock climbing	Street dance Jazz House Ballet	Lyric writing Production skill
Level 2 D of E Asdan Art Award Nicas	D of E Bronze Futsal Ref	PSHE and Sex and Relationships awards	Peer mentoring Citizenship	Volunteering D of E Bronze CVQ – Level 1 Volunteering at an Event Level 2	Art Award Bronze	Short course awards First Aid at work Food Hygiene	Nicas level 1	Bronze Arts Award	Bronze Arts Award
Level 3	Per Apprenticeship FA Level 1 other officiated coaching	Oasis Esteem Taster	Oasis mentoring	D of E Silver Youth work Apprenticeship Lvl 2 CVQ – level 2 Volunteering at an Event level 3	Art Award Silver		Nicas level 2 Site specific training 18 years only	Silver Arts Award	Silver Arts Award
Level 4	Sport Apprenticeship	Oasis Esteem full course	Oasis Mentoring Full course	D of E Gold Youth work Apprenticeship Lvl 3 CVQ level-3	Media Apprenticeship	QCF Catering and Hospitality	Lead Climber		Media Apprenticeship

APENDIX 3

EXAMPLE CHAMPION'S REPORT

Area	Safeguarding					
Period	December					
Champion	Name					
Silent Voice:	Data show a significant increase in the rise of DV for young women from the ages of 16-19. Consultation to be run on what interventions service users would be helpful.					
What data, information has been used that identifies trends	Learning set to be run to look at what has worked from the point of view of the staff.					
Say:	Feedback take from referral tracker – Top ten providers sent congratulation letters.					
What focus groups, consultation or feedback has been gathered on your areas from service users, where will this be reviewed and actioned	Feedback gathered from service users at close of case, to be reviewed next safeguarding board. Trustee invited					
Do: How have young people been helping to deliver the service	Name of young person	JD ref	No of hours	Signed up for qual	Feedback	Spice Credits issues
	Name	Secret shopping	4	Yes	Always late	4
	Name	Secret Shopping	4	No	Helps lead the team	4
Decide: How have young people helped to make decisions in planning and governance	Not this month. Trustee invited to next board to review user satisfaction.					
Future Plans:	Run consultation with young women and pervious service users on helpful interventions for DV.					
Feedback given to young people:	Young people who have helped with secret shopping have designed a recommended service poster for the learner boards in the hub.					

APPENDIX 5: SAMPLE CONSULTATION CALENDAR

	STRAND ONE (IAG)	STRAND TWO (TARGETED SUPPORT)	STRAND THREE (PARTICIPATION)	STRAND FOUR (UNIVERSAL PROVISION)	STRAND FIVE (DATA COLLECTION)	REQUESTED
APRIL			YOUTH FORUM			
MAY		TARGET CONSULTATION (SILENT VOICE)	UKYP MANIFESTO REVIEW	HOLIDAY PROGRAMME CONSULTATION		
JUNE			REQUESTED			
JULY	IAG CONSULTATION		END OF YEAR REVIEW			
AUGUST		TARGET CONSULTATION (SILENT VOICE)		AUTUMN TERM CONSULTATION		
SEPTEMBER	ANNUAL SERVICE CONSULTATION					
OCTOBER			YOUTH FORUM			
NOVEMBER		TARGET CONSULTATION (SILENT VOICE)	UKYP MANIFESTO REVIEW	SPRING TERM CONSULTATION		
DECEMBER			REQUESTED		SOCIAL MEDIA CONSULTATION	
JANUARY	IAG CONSULTATION		YOUTH FORUM			
FEBRUARY		TARGET CONSULTATION (SILENT VOICE)	UKYP MANIFESTO REVIEW	SUMMER TERM CONSULTATION		
MARCH			REQUESTED		DATA CONSULTATION	