

HAMPSHIRE & ISLE OF WIGHT YOUTH OPTIONS



STRATEGIC PLAN 2008-2011

Youth Options
SOLUTIONS FOR YOUNG PEOPLE



STRATEGIC PLAN 2008-2011

INDEX

| | |
|--|--------|
| Introduction | Pg. 3 |
| Mission Statement | Pg. 3 |
| Themes | Pg. 4 |
| Young People | Pg. 4 |
| • Age Range | Pg. 4 |
| • Gender | Pg. 5 |
| • Geography | Pg. 6 |
| • Equality & Diversity | Pg. 7 |
| • Programmes of Work | Pg. 7 |
| • Involvement from Young People | Pg. 8 |
| • Progression | Pg. 8 |
| Staff | Pg. 9 |
| • Development | Pg. 9 |
| • Communication | Pg. 9 |
| • Management Support | Pg. 10 |
| Funding & Fundraising | Pg. 11 |
| • Core Costs | Pg. 11 |
| • Strategic Funding | Pg. 12 |
| • Apportioning Overheads into Project Budgets | Pg. 12 |
| • Self-generated Income | Pg. 12 |
| • Developmental Funding | Pg. 12 |
| • Project Costs | Pg. 13 |
| Governance | Pg. 14 |
| • Corporate Governance | Pg. 14 |
| • Role of the Trustees | Pg. 15 |
| • Board Composition | Pg. 15 |
| • Board Committees | Pg. 17 |
| • Interaction of the Board of Trustees and the Chief Executive | Pg. 19 |

Strategic Plan 2008-2011

Introduction

Hampshire Youth Options (HYO) has seen significant growth in its work and staff team over the last 5 years, as described in the independent health check report 2006.

HYO offers inclusion and support services to our affiliated groups and partner organisations: we cater as far as possible for all young people, regardless of their background, and one of our key principles is to acknowledge the valuable contribution they all make to their communities. We also provide an innovative and creative programme of intensive individual support, delivered through the Inclusion Projects, Pupil Referral Units (PRU) and work with Not in Education, Employment or Training (NEET) young people. It is through the positive interventions provided by this work that some of the most disadvantaged young people benefit.

This strategic plan expresses the mission of HYO and how, through our priorities and actions, they will be achieved in the period 2008-2011. The Board of Trustees will regularly monitor and review the strategic plan with the senior management team to ensure the strategic direction is maintained as planned. The plan should provide a guide for staff, Trustees, partners and young people in the setting of priorities, development of work, allocation of resources and governance of the organisation.

Mission Statement

HYO is committed to providing a diverse and creative range of support and opportunities for more young people aged eight to eighteen, enabling them to learn and develop essential life skills that:

- increase their chances of a more positive future,
- increase participation within their communities,
- raise self-esteem and aspirations,
- above all enable young people, regardless of their background, to achieve and be recognised for the valuable contribution they make to their communities.

Themes

This strategy is based on four themes, identified by staff, young people and Trustees. We believe these will support the continued growth of the organisation and enable it to develop alongside Children's Services and other partner organisations.

- Young People
- Staff
- Funding/Fundraising
- Governance

YOUNG PEOPLE

Age Range

Statement: HYO is committed to working with young people aged 8-18, with the nature of our work determined by the age groups.

Current National Age Range Guidelines:

| | |
|-------|--|
| 0-5 | Early Years |
| 5-8 | No specific category |
| 8-13 | Play Services |
| 11-25 | Children's Services with a specific "sub-section" of 14-19 |

School Years:

| | |
|-------|---------------------------|
| 4 | Reception |
| 5-6 | Key Stage 1 Years 1 & 2 |
| 7-11 | Key Stage 2 Years 3 – 6 |
| 11-13 | Key Stage 3 Years 7 – 9 |
| 14-16 | Key Stage 4 Years 10 & 11 |

Currently HYO does not provide a service to a priority age group, however individual projects may be more specific in relation to age. HYO provides in general for a wide age range and offers a huge diversity in the programmes of work delivered.

| INCLUSION SERVICES | AGE | SUPPORT SERVICES | AGE |
|--|------------|--|-------------|
| IMPACT | 8-17 | AFFILIATED GROUPS | 8-18 |
| ACHIEVEMENT AND WELL-BEING THROUGH OPPORTUNITIES TO LEARN (AWOL) | 8-14 | SCOTT | 5-13 |
| NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET) | 14-18 | TRANSITION | 10-12 15-17 |
| SOLID | 8-13 | PUPIL REFERRAL UNIT (PRU) | 12-16 |
| YOUTH DEVELOPMENT | 8-17 | POSTIVE ACTIVITIES FOR YOUNG PEOPLE (PAYP) | 8-18 |

HYO will continue to support young people beyond the age of 18 and will encourage them to become volunteers or part-time staff. This will also support the work that we deliver to young people Not in Education, Employment or Training.

We recognise that the Scott Centre works outside of this age range, but provides a valuable service within the Andover area, and ensures contact with young people at a very early age. HYO will continue to monitor that delivery of the service at the centre and ensure that the programme reflects the needs of its participants in the years ahead.

Gender

Statement: We deliver and actively promote our work to all young people irrespective of gender. However a percentage of our work is based on referrals, and therefore we need to ensure that the referral process reflects the opportunities for both genders, and that other programmes of work are actively promoted in the same way. Single gender/mixed activities will be promoted within all programmes.

The organisation currently promotes its work to young people regardless of gender. However, there is often an imbalance as we find that, in relation to our referral projects (Inclusion, Not in Education, Employment or Training and Pupil Referral Unit),

the majority of referrals received are for young males. In relation to our club support programme and open access work, more males attend than females, however, we will continue to promote a programme that reflects the needs of both genders.

Geography

Statement: We will continue to provide inclusion and support services across Hampshire and the Isle of Wight, and will develop and promote projects throughout the area under the auspices of Youth Options.

HYO currently delivers a range of projects in:

- Andover
- Basingstoke
- Eastleigh
- Havant/Waterlooville
- New Forest
- Southampton

A programme of comprehensive support is also delivered to affiliated Youth Clubs/groups across the county and Unitary Authorities. This involves management and financial support, quality assurance and a programme of social education.

It is recognised that Southampton City Council has been a key partner in the development of our inclusion work over the last five years. By working with some of the most socially disadvantaged and disaffected young people and families through innovative programmes, this work has proved to be extremely successful, and it is our intention to use this model to promote and develop our services in four other areas of the county:

- New Forest
- Winchester City
- Test Valley
- Isle of Wight

Equality and Diversity

Statement: We actively promote our services as open access, however a percentage is based on referrals and these do not necessarily always fully represent the ethnicity of the community where the service is based. HYO has limited skills and resources to provide support to young people with severe disabilities or mental health issues, however we are committed to referring these young people to the appropriate services.

Services are generally delivered in specific geographical areas. The ethnic breakdown within these areas dictates the diversity of the groups we engage with. HYO staff are committed to ensuring that young people referred with mental health or severe physical disabilities will be supported to engage with organisations and services that can provide the relevant support.

We will record accurate information on the consent forms, so that we are able to make an assessment of the individual needs. This will ensure that young people will receive the most appropriate level of support. The Equality and Diversity Policy that Youth Options operates under is robust and addresses equality issues sufficiently.

Programmes of Work

Statement: All of HYO's programmes of work are focused around the objectives set out in the Children Act 2004, and the ethos of the organisation is based on supporting and enabling young people to achieve their full potential.

Vision and Values has identified 7 themes that are aligned to the Children Act 2004:

- Social Education
- Sports
- Cultural
- Quality Assurance & Management
- Intensive Individual Support
- Community Interaction
- Training, Education and Accreditation

The programmes of work will actively promote these themes across the organisation. HYO offers a wide range of programmes and services, which are delivered by the current skills base from within the organisation. This will be reviewed annually to ensure that work reflects the needs and aspirations of young people, and maximises the potential within our staff team.

Involvement from Young People

STATEMENT: HYO will continue to develop work that addresses the views of young people and positive methods of engagement, which will provide evidence to our existing and new funding providers that young people are actively involved with the development of the organisation.

Young people are currently involved through the positive relationships they develop with our staff teams. Confidence is gained through these relationships to enable them to express their opinions about the programmes of work, opportunities and support offered. This information is disseminated through the organisation to ensure that the programmes continue to change and evolve in order to meet the changing needs of the client group. Young people are regularly consulted on the development of specific programmes. This will continue to be achieved through:

- Youth Forums
- Consultation
- Representation to Trustees through meetings and visits

Progression

- **STATEMENT: HYO has a process in place that monitors how young people progress as a result of the support provided which is achieved through the recording of positive outcomes.**

Comprehensive reporting to business, partners and Trustees will be developed to demonstrate that HYO have successfully supported young peoples' development as a result of the investment.

STAFF

Development

STATEMENT: HYO recognises that in order to meet the diverse range of issues and aspirations of young people, it must maintain the development of its staff team through further investment in training and management.

The number of full/part-time staff employed by HYO has trebled during the last 5 years, and now encompasses a diverse skills set. Training needs are identified by the employee and line manager to ensure that it is relevant to their role and professional development. It is recognised that most employees stay longer with HYO because of the investment/training opportunities and there is recognition that training benefits future careers.

We will create opportunities for staff to be seconded to other projects to support their development. Through staff consultation it has emerged that staff potentially become "project" focused rather than "organisation" focused. This area will be addressed through a review of Job Descriptions and Person Specifications to ensure that they clearly define the skills, qualities and experience for each role.

The current recruitment procedures will be strengthened to ensure that the quality of all candidates is analysed objectively. Interview panels will always include a representative from the Senior Management Team (SMT), and interviewees will be asked to undertake a practical assessment and deliver a short presentation where relevant. After appointment a training schedule will be agreed for the individual where appropriate.

Communication

STATEMENT: HYO is committed to ensuring that the communication channels between all departments within the organisation are clear and accountable. We will continue to invest in resources and methods that improve communication at all levels.

HYO will continue to hold five full staff-team meetings per year. All meetings will be agenda driven and will include opportunities for more social interaction and networking. Individual teams will meet on a weekly/fortnightly basis and the SMT will meet on a monthly basis.

The SMT will take the lead on communication and ensure that staff meetings are regarded as important and valuable. This will encourage greater commitment from all staff to participate and will emphasise the importance of attending meetings.

The E-bulletin is sent out fortnightly and the SMT will encourage all staff to regard it as another benefit.

Management Support

STATEMENT: HYO is committed to ensuring that all members of staff have dedicated management support. This is provided through line management, supervision, 6-monthly reviews and staff meetings.

All members of staff undergo an appraisal every six months that focuses on performance, achievement of targets, personal and professional development and training needs.

HYO staff are employed under a 37 hour per week (or pro-rata) contract, and a Time off in Lieu (TOIL) system is in place to ensure that staff do not become "overloaded" with work. HYO recognises that there are occasions when personal difficulties can affect performance, and a system of compassionate and emergency leave has been introduced as an additional support mechanism for staff.

A work friendly environment will continue to be encouraged to create a positive atmosphere that maximises resources and performance by offering:

- Flexible working hours
- Personal diary management
- Occasional home working
- Shared responsibilities

FUNDING & FUNDRAISING

STATEMENT: HYO's funding efforts need to ensure that:

- **All funding applications will include the opportunity for full cost recovery**
- **The administrative costs are realistic, sustainable and sufficiently high to continue to run an effective, developing service**
- **Income comes from more diverse funding sources, which include restricted and unrestricted funds**

Core costs

Core costs are the expenditure that is not connected with the levels of activity undertaken by Youth Options. They are the awkward costs that are difficult to associate with any specific outputs, as they will exist before and after a project has been running.

It is anticipated that with the continued growth of the organisation we will need to find bigger premises for our HQ staff within the next 3 years

Youth Options core costs fall into three headings:

1. Management

Costs associated with governance, user engagement and consultation, monitoring and evaluation, CEO and associated staff.

2. Research and Development

Costs associated with developing new activities and ways of operating, quality assurance, staff training and development.

3. Support Services:

Admin, personnel, office costs, premises, marketing, finance and audit.

The core funding cost of Youth Options in this financial year is approaching £250K. In order to ensure adequate core funding Youth Options will adopt a mix of different approaches. They are:

- Strategic Funding
- Realistically apportioning overheads into project budgets
- Self generated income
- Developmental Funding

Strategic Funding

The funder does not distinguish between Youth Options and its projects – they are seen as the same. However, strategic funding does very rarely increase in value. It will therefore have to decline as a proportion of Youth Options' income as the organisation grows. Typical strategic funders include:

- Donors
- Wealthy individuals
- Trusts
- Possibly the Big Lottery Fund

Apportioning Overheads into Project Budgets

The core costs are apportioned to all the projects managed by Youth Options.

This approach will be the most dominant one as it will allow Youth Options to grow on a project funded basis and to break from the limitations of strategic funding. However, this approach can not be the only one pursued as it may lead to unacceptably high levels of overheads for funders, and it can lead to projects being developed for no other reason than to fund core costs - changing Youth Options from a proactive organisation to a "funding led" one.

Self-generated Income

Parts of Youth Options' core costs are funded by activities within its own control – where the funders don't specify how the funds are to be spent. Typical sources are:

- Donors
- Fund raising events
- Legacies

Developmental Funding

This funding enables pump priming of new initiatives and pilot projects allowing funding partners to justify further investment over longer periods of time.

Youth Options' core costs have grown significantly as the organisation has grown. Core funding from the projects is insufficient to fund the increased costs. Youth Options has to fund the investment in its organisational infrastructure. This can be achieved through developmental funding. However, this form of funding is always time limited and developmental funders will need to be assured that Youth Options

can meet its revenue costs in the long term. Investing in increased self-generated income will help to achieve this.

Conclusion

The ideal model is whereby just over 50 per cent of the core funding is derived from apportioned income; a further 40 per cent comes from self-generated income and strategic/developmental funding accounts for the remaining

Project Costs

Project costs will be covered by two sources of funding:

- Private sector funding
- Public Sector funding

Currently Youth Options' main income is through public sector funding. This has the disadvantage that this funding stream mainly provides for restricted funding which leaves Youth Options very little budgeting flexibility and it endangers any organisation to become "funding led". In future, Youth Options will concentrate on achieving a much better mix of private and public funding sources.

Current public sector funders that fund Youth Options projects:

Millbrook School – AWOL

Play Services (SCC) – Solid Options

Thornhill Plus U – Impact/Youth Development

Connexions – Not in Education, Employment or Training Work (NEET)

Thornhill Plus U – New Deal for Communities Co-ordinator

Education Services (Hampshire County Council) – Pupil Referral Unit work (PRU)

Connexions/Youth Offending Team– Positive Activities for Young People (PAYP)

Current private sector funders:

The Smith Charity

Lord Lieutenant Reception

Golf Day

Bridge Day

Donations

Deed of Covenant

Governance

The arrangements for Governance will need to be addressed by Trustees and staff so that they are updated and meet the needs of the organisation.

Corporate Governance by the Trustees and Senior Management Team

Governance is how we conduct ourselves as an organisation in everything we do to provide a safe, high quality, efficient and effective service to young people: components include risk governance, financial governance, youth work governance and the overarching element of corporate governance. The corporate governance of HYO by the Trustees and Senior Management Team ("SMT") is of paramount importance, and this section of the Strategy Document is primarily concerned with this aspect.

The Trustees will work within the parameters laid down by the Memorandum and Articles of Association.

The Trustees also have to work within the law and a good reference point is the government publication entitled: *The Charities Act 2006: What Trustees Need to Know* available from the Cabinet Office.

The SMT works for the benefit of the Charity. They do this by implementing executive decisions. The SMT is headed by the Chief Executive who attends Trustees meetings.

This section of the Strategy Document sets out how the Board of Trustees work with the SMT to enable the Charity to meet its objectives.

STATEMENT: We have a Board of Trustees which is committed to the implementation of the objectives of HYO, within the usual financial and statutory constraints.

Role of the Trustees

The Trustees are appointed to the Board overseeing the work of the Charity and to make sure that it complies with the set objectives and statutory requirements.

The Trustees are there to guide and assist the Chief Executive. They weigh the risks and benefits of proposals to continue, develop or pursue work which falls within the objectives of the Charity.

The Trustees work with the SMT to form the strategy and they give advice and assistance to the SMT so that this can be implemented, but they should avoid becoming involved in executive business.

The Trustees also oversee the trust's finances by assessing the financial data supplied by the Finance and Audit Committee.

STATEMENT: The Role of the Board of Trustees is to enable the SMT and staff to meet the objectives of HYO.

Board Composition

The number of Trustees shall be the Chairman, the deputy Chairman, the Honorary Treasurer and the Honorary Solicitor and eight other Trustees elected by the Annual General Meeting (one of whom shall be from the Isle of Wight) together with such additional co-opted Trustees as the elected Trustees shall determine from time to time.

The quorum for the transaction of the business of the Trustees may be fixed by the Trustees but shall not be less than one third of their number or two Trustees whichever is greater.

The Board should be composed of a wide range of experienced people who can bring different skills to the table.

The following list is not exhaustive but contains the type of knowledge that is useful:-

Legal

Financial

Property

HR / Personnel

Marketing

Event Management

Funding

Education/Youth Work

Local Government

Local Business Networking

The characteristics of the individual Trustee is not important but as a group the Board should be diverse as possible.

Individuals should be co-opted to the Board where this adds to the quality of decision making. Key partners may be invited to attend the Board to enhance a short or medium term relationship with HYO.

STATEMENT: The composition of the Board will constantly be reviewed in order to widen both the representation and the skills provided.

Board Committees

Committees will meet in between Board Meetings.

Members of the committees do not have to be Trustees of the Charity but there must be at least three Trustees on each Committee.

Finance and Audit Committee

The role of the Finance and Audit Committee is to oversee, monitor and advise on the systems and administration of the Charity's finances. It will aim to ensure the Board has sufficient information for them to fulfil their role. It also provides advice and guidance to the CEO and other Officers on the administration of financial and other related aspects of the Charity's work. The Committee also sets and reviews an Investment strategy for surplus funds and make investment decisions within limits agreed by the Board. It will maintain the relationship with the External Auditor who will report to the Committee at least annually.

Remuneration and Appointments Committee

The role of the Remuneration and Appointments committee is,

- Carry out the search for and selection of the Chairman, for recommendation to the whole Board.
- Carry out the searches for and selection of Trustees to fulfil the requirements of the Mem & Arts and Board policy for the mix of skills and attributes of Trustees.
- Carry out the search for and selection of the Chief Executive (a search company may be employed to assist the Remuneration and Appointments Committee), for recommendation to the main Board.
- To approve the Chief Executive's recommendations for changes to the Senior Management structure, and/or make recommendations to the main Board.
- To support the Chief Executive in the process of searching for and selecting Executive Directors.

- To decide the remuneration of the Chief Executive.
- To approve the Chief Executive's recommendations for the remuneration of Executive Directors.

Working Parties

Working parties may be set up for specific purposes and may include non Trustees.

STATEMENT: The Board Committees of HYO will work pro-actively to ensure that they function to support the executive and to the benefit of HYO.

Interaction of Board of Trustees and the Chief Executive plus Director of Development

It is important that the Chief Executive feels he may call upon the Chairman or other Trustees for personal support at anytime. It is essential that the Chairman of the Trustees has a good working relationship with the Chief Executive and they feel that they have the support of each other.

The Chief Executive must feel that day to day executive decisions can be taken without hindrance but with that privilege goes the responsibility not to exceed authority. If in doubt, the Chief Executive is to speak to the Chairman or another Trustee such as the legal advisor.

The Chief Executive reports to the Trustees in writing prior to the Board of Trustees meetings. The Chief Executive and Director of Development attend the Board meetings. Other members of the SMT may be invited to attend to make presentations or to report on current projects. This will ensure that the Board and the SMT are kept in touch with each other.

STATEMENT: The Board of Trustees will support the Chief Executive but there will be ongoing communication between the Chairman and the Chief Executive other than at Board of Trustee meetings to ensure that urgent issues are dealt with, without undue delay.