

**EA Funded Youth Service  
Workforce Development  
Strategy  
2018-2021**



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# 1 Introduction

- 1.1 The Department of Education's (DE) policy for youth work is set out in detail in *Priorities for Youth- Improving Young People's Lives through Youth Work (PfY)*, published in October 2013. This policy document provides the strategic direction and overall framework for the future delivery of EA funded youth services.
- 1.2 One of the key actions within PfY is the production of a Regional Youth Development Plan (RYDP). This was drafted following publication of the Regional Assessment of Need 2017 – 2020, and consultation with the Regional Advisory Group (RAG) and with representatives of Local Advisory Groups (LAG). The RYDP is a 3 year, strategic regional plan, responding to the assessed need of children and young people and focused to address the priorities and actions identified in PfY.
- 1.3 A key output within the RYDP is a workforce development strategy for volunteers, part-time and full-time staff. Associated with this is a target to provide a workforce development plan, to include actions around specific themes (e.g. Mental Health, LGBT&Q), developed and reviewed annually. This specific focus is a result of the findings within the Regional Assessment of Need.
- 1.4 The *EA Youth Service Workforce Development Strategy 2018-2021* outlined in this document forms the basis for support, within existing resources, over the next 3 years for:
  - Voluntary youth organisations;
  - Statutory Youth Sector;
  - Both comprising managers, professionally qualified staff, part-time staff, volunteers and young adults.

This support will equip those providing youth work with the appropriate skills, knowledge and attitudes to deliver high quality youth work, within a safe environment and based on their assessed needs.

- 1.5 EA is cognisant that volunteers make up approximately 91% of the youth service workforce therefore, this strategy will consider and implement a plan that supports the particular skills, knowledge, and capabilities of volunteers engaged in the delivery of youth work.

- 1.6 In the Ministerial Forward to the Priorities for Youth, the Minister for Education clearly articulated DE’s expectation of the workforce:

*‘While there is much to be proud of in our overall education system, there is also much to be done. I have made it a priority to tackle educational underachievement and promote equality and the raising of standards across education. I therefore want to ensure that the non-formal side of education plans and delivers high quality youth work services in line with the broad education priorities. **It is crucial that youth workers and volunteers are supported in these efforts and understand the distinctive contribution they can make to improved education outcomes for young people**’.* (PfY pg.i)

## 2 Purpose

- 2.1 The EA recognises the value of the workforce and the importance of having a skilled team of staff and volunteers who can *‘inspire, support and challenge all our Children and Young People to be the best that they can be’*. *The EA Interim Strategic Plan (2017-2027)* highlights the following two central priorities:
- Developing **all our people** to carry out their jobs successfully;
  - **Nurturing leadership** across the EA to give clear direction in a dynamic and complex environment.
- 2.2 The purpose of the EA Youth Service Workforce Development Strategy 2018-2021 is, therefore, to facilitate all managers, youth workers and volunteers to develop the skills, knowledge and motivation to do the best they can, within their various roles for all our children and young people.

## 3 Policy Context

- 3.1 PfY identified that a Practice Development System (PDS) should be established by EA. This *‘will link with youth sector organisations and training providers to assist it to identify, co-ordinate and secure the provision of a range of functions, such as relevant and proportionate training, continuous professional development opportunities, application of the non-formal curriculum and its links to the revised curriculum, advice on governance, legal and regulatory requirements, participation and support for self-evaluation.’* (ref PfY 4.13.1.)

The EA Youth Service Workforce Development Strategy 2018-2021 will form a key aspect of the PDS Action Plan.

- 3.2 The EA Youth Service Workforce Development Strategy 2018-2021 will enable managers, youth workers and volunteers to:
- Articulate the value of the service and celebrate its educational achievements;
  - Evaluate their work effectively through evidencing progression, measuring learning outcomes for individuals and demonstrating the positive impact of the youth service on communities;
  - Support the active and meaningful participation of young people in various youth work settings;
  - Provide ongoing and specialist training for specifically identified needs; (ref PfY 4.12)
  - Support a continuous professional development programme to enhance the leadership and management competencies for youth work staff and provide opportunities for managers to keep pace with education policy overall. (ref PfY 4.13.4)
- 3.3 In addition to PfY, the EA Youth Service Workforce Development Strategy 2018-2021 will support the delivery of a wide range of DE policies including Shared Education and Community Relations Equality and Diversity (CRED, 2011) and Addendum (2016); the Children and Young Peoples Strategy Outcomes (2017 – 2027).
- 3.4 Furthermore, as the EA moves forward, it will create synergy through the harmonisation of workforce/leadership development initiatives across the wider organisation. All outcomes achieved in pursuit of this workforce development strategy will, therefore, contribute to a wider EA workforce development strategy, aimed at establishing consistent standards of leadership competence and behaviours among all those involved in the education of our young people.

## 4 Values

The EA Youth Service Workforce Development Strategy 2018-2021 is informed by and aligned to the values espoused in EA's Interim Strategic Plan but also incorporates the following key values based on the youth work curriculum:

- 4.1 **Equality** - We will promote equality of opportunity through a range of workforce development opportunities.
- 4.2 **Reflection** - We will provide a positive learning environment, which facilitates critical reflective practice.
- 4.3 **Respect** - We will listen to and respect the contributions of all, recognise effort and achievement.
- 4.4 **Excellence** - We will strive for quality.
- 4.5 **Openness** - We will promote a culture of openness, honesty and transparency.

## 5 Principles

The following principles are implicit in the values advocated in the EA Interim Strategic Plan and Priorities for Youth and underpin how the EA Youth Service Workforce Development Strategy 2018-2021 will be implemented:

- 5.1 **Young People-Centred** – Young people are at the centre of what we do. The promotion of the youth work curriculum to support the personal and social development of our young people is central to the EA Youth Service Workforce Development Strategy 2018-2021.
- 5.2 **Rights-Based** – Social justice is at the heart of all youth work. Its programmes are designed to facilitate young people to engage with and bring about social change in an unequal society. The Workforce Development Strategy will reinforce a rights based approach to youth work provision based on UK, European and United Nations human rights frameworks.
- 5.3 **Cooperation and Collaboration** – In order to meet the developmental needs of young people collaboration and cooperation with a diverse range of statutory and voluntary organisations and government departments will be supported.

- 5.4 **Equality and Inclusion** – These are fundamental principles at the core of workforce development aligned to and reinforced by the youth work curriculum principles of equity, diversity and interdependence.
- 5.5 **Outcomes-Focussed** – Young people deserve to have opportunities to achieve the best possible outcomes. The youth service workforce should, therefore, be equipped with the necessary skills to deliver outcomes based on assessed need.
- 5.6 **Pathways** - Youth work staff and volunteers should have a clear understanding of the routes to gaining appropriate training and/or accreditation.
- 5.7 **Transferability** - Learning opportunities and skills development should support lifelong learning.
- 5.8 **Continued Professional Development (CPD)** – A commitment to provide on-going CPD opportunities to maintain a relevant and skilled workforce based on National Occupational Standards and underpinned by the principle of lifelong learning.
- 5.9 **Sharing of Practice** – The provision of on-going opportunities to share knowledge, skills and learning will be encouraged, thereby contributing to workforce development.
- 5.10 **Quality** - Young people have the right to expect youth work of the highest standard, delivered consistently by frontline staff and volunteers, with excellent skills and knowledge. Youth work staff and volunteers, in turn, have the right to expect a consistently high standard of training and development.

## 6 Methodology

- 6.1 The *Workforce Development Plan 2018-2020* is a three-year programme of work which will be reviewed regularly to update the requirements of the workforce. This will focus on key areas of work emerging from new policies and consideration of an annual needs assessment. The annual review of the Regional Assessment of Need will be completed during the month of September, facilitated through an online survey (and focus groups if required). This will be combined with an annual training needs analysis across the workforce, which will allow flexibility for emerging staff training needs and priorities to be facilitated. (*Training needs analysis templates will be provided to facilitate all sections of the workforce.*)

The workforce plan will utilise a range of methodologies to include;

- Workshops - One off events focusing on key and relevant areas of youth work practice;

- Mentoring - Individual support opportunities to further develop learning, knowledge and skills;
- Shadowing - On the job training and learning; career and leadership development;
- Cluster groups – Sharing of practice across the workforce;
- Thematic work – Sharing based on developing key themes of work;
- Sectoral specific and joint working - Partnership and collaborative work on specific youth service areas;
- Study visits – Learning and sharing relevant, good development youth work practice from peers outside the organisation;
- Action-Based Research – Reflective progressive process for addressing issues or identified assessed needs and improving practice;
- On line training – Accessing additional and individual opportunities for training and learning.

6.2 The voluntary sector will be funded to provide for their own training needs based on the workforce development strategy.

6.3 The EA Youth Service Senior Management team will be responsible for the provision of statutory training based on the workforce development strategy.

## 7 Monitoring and Evaluation

- 7.1 EA will monitor and evaluate the workforce development strategy and related action plan.
- 7.2 A key action will be to commit to following the Youth Service Quality Assurance Framework (QAF) as a tool for driving quality and continuous improvement in workforce development.
- 7.3 Monitoring and evaluation will consider:
  - Overall workforce development actions to determine the achievement of key outputs and outcomes including voluntary and statutory sector engagement, achievement rates, satisfaction levels and benefits to participants.
  - Measuring the extent to which the strategic priorities have been met.
  - Impact from learning and development on the delivery and quality of provision to young people at local and regional level in both the voluntary and statutory youth sectors.

## 8 Reporting Arrangements

- 8.1 Updates on progress will be made to the Regional Advisory Group on a regular basis as per the Terms of Reference.
- 8.2 Progress reports on the workforce development strategy will be made as required to the Children and Young People's Services Committee of the EA Board.

## 9 Available Data

Research, which identified the current and future needs of the youth service, informed the workforce development strategy. This research told us the following:

### **Make-up of the Youth Service**

Youth Service statistics illustrate that 90% of the registered youth service is made up of voluntary and community based youth groups (including church and uniformed youth work settings). Uniformed youth settings represent the largest providers of local registered youth work representing 38% of registered membership and 54% of the total count of registered

units. Church designated youth settings represent 24% of registered membership and 19% of the total count of registered units. Non-church/non-uniformed youth settings represent 27% of registered membership and 20% of the total count of registered units.

### Youth Work Staff

	<i>(n)</i>	<i>%</i>
Volunteers	20,687	91.4%
Paid part-time (EA funded)	1,164	5.1%
Paid part-time (non-EA funded)	444	2.0%
Full-time workers (EA funded)	117	0.5%
Full-time workers (non-EA funded)	169	0.7%
Youth Tutors	25	0.1%
<b>Total</b>	<b>22,606</b>	<b>100%</b>

### Priority Areas for the Youth Service Moving Forward

Research conducted by the EA Practice Development Group in 2016 identified the following workforce issues for the youth service moving forward:

- Establish a training framework, underpinned by national occupational standards, comprising a suite of training programmes and qualifications recognised across the whole sector. This training needs to reflect the skills set required by youth workers;
- Identifying youth work training providers and the appropriate infrastructural support required;
- A financial commitment to training and developing the workforce needs to be made in order to ensure the provision of Quality Youth Work on the ground;
- An agreed Quality Assurance Framework needs to be implemented alongside any agreed training framework;
- Mapping current accredited training across to the new RQF System;
- Sectoral wide recognition of non-accredited training;
- Development of CPD programme for professionally qualified youth workers;
- Review curriculum focussed areas of training;
- Establish a volunteering framework to encourage volunteering, build volunteer capacity and celebrate the contribution of volunteers to the youth service.

## 10 Key Priorities

### 10.1 Priority 1 Progression Routes for Young People

PfY highlights that youth work contributes to DE's priorities by providing opportunities for young people to gain additional skills, accreditation and training. Moreover, it provides young people with access to a different or, in many cases, a second opportunity to learn, engage, and improve life chances, using a youth work methodology. EA will devise a framework of accredited and non-accredited training programmes to enhance the employability and leadership skills of young people within the youth sector and further afield. Qualifications will be developed, aligned to the Regulated Qualifications Framework (RQF), and where appropriate, consideration will be given to applying for UCAS points for specific qualifications.

### 10.2 Priority 2 Volunteers

Based on an annual assessment of needs, volunteers will have the opportunity to gain skills in a wide range of curriculum areas including creative arts, health education, sports development and youth work skills in order to develop practice based on the youth work curriculum, '*Youth Work - A Model For Effective Practice*'.

Opportunities for leadership development will be provided throughout the sector at all levels.

The contribution of volunteers will also be recognised and celebrated on an annual basis.

### 10.3 Priority 3 Part-time Staff

Within the EA, a coherent training route has been established for the progression of the workforce from volunteer to part-time leader in charge (Appendix 1).

Within the voluntary youth sector opportunities for staff training and development will be based on assessed need. Opportunities will range from workshop provision through to professional accredited training.

Training will be provided annually based on key findings within the Chief Inspector's Report relating to part-time staff.

#### 10.4 **Priority 4**     **Continuous Professional Development (CPD)**

CPD opportunities will be provided based on assessed need to ensure that professional youth worker's knowledge, skills and attitudes are kept refreshed and relevant. An important area for CPD is the training of staff on new policy initiatives such as Shared Education and Fresh Start or new initiatives aimed at improving the soft skills of young people.

Opportunities for accreditation will be provided, where relevant, based on available resources.

Training will be provided annually based on key findings within the Chief Inspector's Report relating to full time staff e.g. effective management of group work.

#### 10.5 **Priority 5**     **Management**

PfY and successive ETI Chief Inspector Reports have highlighted the importance of management and governance for the youth service moving forward. The meaningful engagement of young people in the governance of youth organisations is of strategic importance to the youth service. The development of management and governance skills for both young people and adults will be supported therefore within the Youth Service Workforce Development Strategy 2018-2021.

The strategy will support voluntary youth centre management committee members and board of director members with governance, effective planning, quality assurance and resourcing for service delivery based on assessed need.

Within the statutory service development opportunities will be provided based on the annual assessment of need to ensure EA policies and procedures are efficiently and effectively implemented.

In addition, opportunities will be provided to enhance practice support, equipping managers to develop as resilient, contemporary leaders of an effective youth service.

## 11 Expected Outcomes

The following outcomes are expected to be realised as a result of the EA Youth Service Workforce Development Strategy 2018-2021:

### Organisational Outcomes

- Improved experiences for young people by ensuring staff are appropriately trained, equipped, supported;
- A competent and confident workforce able to deliver a responsive, equitable, safe and developmental service that meets all required quality standards;
- Elevated satisfaction levels with the youth service amongst all stakeholders;
- Improved skills, competencies and capacity of staff resulting from quality training and multidisciplinary working contexts;
- DE policy direction and EA organisational structures embedded across the youth work environment;
- Enhanced staff engagement, reward and recognition of achievement; maximising the value of the youth service workforce whilst supporting and improving staff well-being.

### Management Outcomes

- Strong leadership and management resulting from management development programmes.
- Improved governance in voluntary sector youth organisations.

### Human Resource Outcomes

- Increased human capital – skills and competencies of staff improved.
- A workforce that is highly engaged and empowered.
- Improved retention of staff and reduced staff turnover.
- Improved staff attendance and decreased absenteeism.
- Staff perform at their optimum level improving efficiency and productivity.

## 12 Conclusion

- 12.1 The EA Youth Service Workforce Development Strategy 2018-2021 is both ambitious and challenging but it will enable the youth service to implement change at a pace that is necessary to operate within emerging organisational structures and policy contexts. Likewise, it will assist the youth service to achieve EA's vision '*to inspire, support and challenge all our Children and Young People to be the best that they can be.*'
- 12.2 The success of this strategy depends on embedding important cultural and behavioural changes; empowering leaders and managers across the youth service; and having appropriately trained staff who are engaged, motivated and developed to deliver innovative services to young people. The progress of the strategy will, therefore, be reviewed and evaluated annually to ensure that it is meeting the needs of the youth service.
- 12.3 The EA Youth Service Workforce Development Strategy 2018-2021 is based on the premise that the workforce is central to the success or failure of the youth service. The youth service will continue to experience changes in a number of working practices as it assimilates into the Children and Young People's Services Directorate, however, the *Workforce Development Action Plan* will develop the tools, approaches and behaviours required to ensure its effective management and implementation.

## 13 Workforce Development Strategy – Three Year Framework of Key Actions

Priority	Year 1 2018-2019	Year 2 2019-2020	Year 3 2020-2021
<b>1. Progression Routes for Young People</b>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector accredited/non-accredited pathways for young people.</p> <p><b>Statutory Sector</b></p> <p>EA Coherent progression route for young people OCN Personal Development Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations OCN Inclusion Duke of Edinburgh Award Programme &amp; Training (DofE) Millennium Volunteers EA Learning Together Programme</p> <p><b>Joint Training</b></p> <p>Outdoor Learning –Young People Volunteering</p>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector accredited/non-accredited pathways for young people.</p> <p><b>Statutory Sector</b></p> <p>EA Coherent progression route for young people OCN Personal Development Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations OCN Inclusion Duke of Edinburgh Award Programme &amp; Training (DofE) Millennium Volunteers EA Learning Together Programme</p> <p><b>Joint Training</b></p> <p>Outdoor Learning –Young People Volunteering</p>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector accredited/non-accredited pathways for young people.</p> <p><b>Statutory Sector</b></p> <p>EA Coherent progression route for young people OCN Personal Development Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations OCN Inclusion Duke of Edinburgh Award Programme &amp; Training (DofE) Millennium Volunteers EA Learning Together Programme</p> <p><b>Joint Training</b></p> <p>Outdoor Learning –Young People Volunteering</p>
<b>2. Volunteers</b>	<p><b>Voluntary Sector</b></p> <p>Voluntary Sector volunteer training pathways</p> <p><b>Statutory Sector</b></p> <p>Safeguarding Training EA Coherent Training Route</p>	<p><b>Voluntary Sector</b></p> <p>Voluntary Sector volunteer training pathways</p> <p><b>Statutory Sector</b></p> <p>Safeguarding Training EA Coherent Training Route</p>	<p><b>Voluntary Sector</b></p> <p>Voluntary Sector volunteer training pathways</p> <p><b>Statutory Sector</b></p> <p>Safeguarding Training EA Coherent Training Route</p>

Priority	Year 1 2018-2019	Year 2 2019-2020	Year 3 2020-2021
<b>3. Part- time Youth Workers</b>	<p><b>Voluntary Sector</b> Voluntary Sector accredited/non-accredited training pathways</p> <p><b>Statutory Sector</b> Safeguarding Training Coherent Training Route</p> <p><b>Joint Training</b> Outdoor Learning skills Facilitating Group work Duke of Edinburgh’s Award (DofE) Introduction to the Award Course Duke of Edinburgh’s Award (DofE) Expedition Supervisors Training Course Emergency First Aid at Work LGBT&amp;Q Training – 1. Outstanding Youth Work 2. Coming In’ Training</p>	<p><b>Voluntary Sector</b> Voluntary Sector accredited/non-accredited training pathways</p> <p><b>Statutory Sector</b> Safeguarding Training Coherent Training Route</p> <p><b>Joint Training</b> Outdoor Learning skills Facilitating Group work Duke of Edinburgh’s Award (DofE) Introduction to the Award Course Duke of Edinburgh’s Award (DofE) Expedition Supervisors Training Course Emergency First Aid at Work LGBT&amp;Q Training – 1. Outstanding Youth Work 2. Coming In’ Training</p>	<p><b>Voluntary Sector</b> Voluntary Sector accredited/non-accredited training pathways</p> <p><b>Statutory Sector</b> Safeguarding Training Coherent Training Route</p> <p><b>Joint Training</b> Outdoor Learning skills Facilitating Group work Duke of Edinburgh’s Award (DofE) Introduction to the Award Course Duke of Edinburgh’s Award (DofE) Expedition Supervisors Training Course Emergency First Aid at Work LGBT&amp;Q Training – 1. Outstanding Youth Work 2. Coming In’ Training</p>
<b>4. Continuous Professional Development (CPD) for Professional Staff</b>	<p><b>Voluntary Sector</b> Voluntary sector CPD programme. EA Studentship Scheme (year 2) Safeguarding Training</p> <p><b>Statutory Sector</b> Pilot Mentoring Scheme (newly qualified youth workers) Safeguarding Training QAF - Workshops</p> <p><b>Joint Training</b> Global Service Learning (GSL) – effective international youth work Transitioning Communities – Fresh Start Management of Group Work Effectively Mental Health Training – Mindfulness Quality Assurance Equality and inclusion -Workshops OBR Training Workshops Outdoor Learning Development</p>	<p><b>Voluntary Sector</b> Voluntary sector CPD programme. EA Studentship Scheme (year 3) Safeguarding Training</p> <p><b>Statutory Sector</b> Pilot Mentoring Scheme (newly qualified youth workers) Safeguarding Training</p> <p><b>Joint Training</b> Effective International Youth Work Critical Reflective Practice Training Child Sexual Exploitation Masterclass ICT Training including Social Media LGBT&amp;Q Training Workshops Outdoor Learning Development Outreach and Detached Work</p>	<p><b>Voluntary Sector</b> Voluntary sector CPD programme. Safeguarding Training</p> <p><b>Statutory Sector</b> Pilot Mentoring Scheme (newly qualified youth workers) Safeguarding Training</p> <p><b>Joint Training</b> Outdoor Learning Development</p>

Priority	Year 1 2018-2019	Year 2 2019-2020	Year 3 2020-2021
<b>5. Managers</b>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector management and governance training programme</p> <p>Governance Training Based on NICVA Survey</p> <p>Programme Planning for Area/Project - Based on Assessed Need</p> <p>Outcomes Based Reporting Training</p> <p>Safeguarding Training for Management Committee</p> <p>Writing Funding/Tender Applications</p> <p>Support for ETI Inspections</p> <p><b>Statutory Sector</b></p> <p>Corporate Leadership Programme</p> <p>Practice Development and Support Programme for Senior Youth Worker 3 Team Leaders</p> <p>Safeguarding Training</p> <p>Support for ETI Inspections</p> <p><b>Joint Training</b></p> <p>Transitioning Communities – Fresh Start</p> <p>Shared Education</p>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector management and governance training programme</p> <p>Governance Training Based on NICVA Survey</p> <p>Supervision Training</p> <p>PR/Media Training</p> <p>Safeguarding Training for Management Committee</p> <p><b>Statutory Sector</b></p> <p>Corporate Leadership Programme</p> <p>Practice Development and Support Programme for Senior Youth Worker 3 Team Leaders</p> <p>Safeguarding Training</p> <p><b>Joint Training</b></p> <p>Management workshops</p>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector management and governance training programme</p> <p>Quality Assurance</p> <p>Safeguarding Training for Management Committee</p> <p><b>Statutory Sector</b></p> <p>Corporate Leadership Programme</p> <p>Practice Development and Support Programme for Senior Youth Worker 3 Team Leaders</p> <p>Safeguarding Training</p> <p><b>Joint Training</b></p> <p>Level 5 Management Qualification</p>

Area for Action	Outputs	Outcomes	Target/ Measure
<b>1.Progression Routes for Young People</b>	<b>Voluntary Sector</b> Voluntary sector organisations will design and implement accredited/non-accredited pathways for young people.	<ul style="list-style-type: none"> <li>• Improved training opportunities for young people.</li> <li>• Increased employability of young people.</li> <li>• Improved opportunities for young people to move to further or higher education.</li> <li>• Increased volunteering by young people.</li> </ul>	Voluntary sector training programme for young people established by April 2018  100% voluntary youth groups offering accredited training opportunities to young people by March 2019.
	<b>Statutory Sector</b> EA Coherent progression route for young people OCN Personal Development Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations OCN Inclusion Duke of Edinburgh Award Programme & Training (DofE) Millennium Volunteers EA Learning Together Programme		70% of young people participating achieving accreditation by March 2019.  EA training programmes for young people developed and approved to progress by April 2018  Minimum 1 accredited training cohort per full time youth centre by March 2019.
	<b>Joint Training</b>  Outdoor Learning –Young People Volunteering		EA outdoor learning volunteering programme for young people developed and approved to progress by April 2018  70% of target group achieving certification by March 2019.

Area for Action	Outputs	Outcomes	Target/ Measure
<b>2. Volunteers</b>	<p><b>Voluntary Sector</b></p> <p>Voluntary sector organisations will design and implement training pathways for volunteers such as:</p> <p>Safeguarding Training            Youth Work skills            Programme Planning            Dealing with challenging behaviours            CRED            Annual Volunteer Celebration Event</p>	<ul style="list-style-type: none"> <li>• Improved standards of training for volunteers</li> <li>• Recognition of contribution of volunteers</li> <li>• Increased employability of volunteers</li> <li>• Improved standards of youth service delivery</li> </ul>	<p>Training pathways for volunteers established by April 2018.</p> <p>80% of voluntary youth centres accessing training for volunteers by March 2019.</p> <p>100% new volunteers completing safeguarding training by March 2019.</p> <p>Annual Volunteer Celebration Event completed by March 2019</p>
	<p><b>Statutory Sector</b></p> <p>Safeguarding Training</p> <p>EA Coherent Training Route</p> <p>Annual Volunteer Celebration Event</p>		<p>Statutory volunteer training and development programme developed and approved to progress by April 2018.</p> <p>80% of statutory volunteers accessing EA Coherent training route training by March 2019.</p> <p>100% new statutory volunteers accessing safeguarding training by March 2019.</p> <p>Annual EA Volunteer Celebration Event completed by March 2019</p>

Area for Action	Outputs	Outcomes	Target/ Measure
<b>3. Part- time Youth Workers</b>	<b>Voluntary Sector</b> Voluntary sector to conduct a skills audit and training needs analysis of part-time youth workers.	<ul style="list-style-type: none"> <li>• Identification of workforce development needs</li> <li>• Targeted training and development opportunities</li> <li>• Improved standards of youth service delivery</li> <li>• Capacity building of staff at all levels</li> </ul>	Audit completed and outcomes reported by all Registered groups and organisations 30 September 2018
	<b>Statutory Sector</b> <b>Audit Of Training Needs</b> EA undertake Annual Audit of Individual Staff Training Needs Practice Development and Support Annual Volunteer Celebration Event		Audit completed and outcomes reported for all statutory groups by 30 September 2018



Area for Action	Outputs	Outcomes	Target/ Measure
<b>4. Continuous Professional Development (CPD)</b>	<b>Voluntary Sector</b> Voluntary sector organisations will design a CPD framework and implement CPD activities.  Voluntary sector continue to deliver EA Studentship Scheme (year 2)	<ul style="list-style-type: none"> <li>• Raised standards of youth work education and training linked to NOS.</li> <li>• Raised standards of professionalism.</li> <li>• Development of professional competence.</li> <li>• Improved service to young people.</li> </ul>	Voluntary sector CPD Framework established by April 2018  80% voluntary youth organisations completing CPD opportunities by March 2019.  100% new voluntary sector professional staff completing safeguarding training by March 2019.
	<b>Statutory Sector</b>  Pilot Mentoring Scheme (newly qualified youth workers)  Safeguarding Training (including E Safety)  QAF – Workshops  Programme for Senior Youth Worker 3 Team Leaders		EA CPD Framework developed and approved to progress by April 2018  Pilot mentoring scheme delivered to 10 workers by March 2019.  100% new EA professional staff completing safeguarding training by March 2019  70% of statutory YSW staff accessing EA Coherent training route achieving certification by March 2019.
	<b>Joint Training</b>  Global Service Learning (GSL) – effective international youth work  Transitioning Communities – Fresh Start  Management of Group Work Effectively  Mental Health Training – Mindfulness  Quality Assurance -Workshops  Equality and inclusion -Workshops  OBR Training Workshops  Outdoor Learning Development Programme		Min 2 QAF workshops delivered to EA workers. 70% of SYW3 participants completing programme by March 2019. EA/Voluntary sector Joint CPD training programme developed and approved to progress by April 2018 12 vol/stat workers completing the GLS programme by March 2019 2 cohorts group work delivered by March 2019 5 cohorts Mindfulness training delivered by March 2019 Min 3 QA/ Equality/OBR Workshops delivered by March 2019 20 voluntary/statutory workers accessing Outdoor Learning Development Programme by March 2019

Area for Action	Outputs	Outcomes	Target/ Measure
<b>5. Managers</b>	<b>Voluntary Sector Governance</b>  Voluntary sector to design and develop an Action Plan for to build capacity in the area of governance.  Corporate Leadership Programme  Safeguarding Training  Support for ETI Inspections	<ul style="list-style-type: none"> <li>• Capacity building of management at all levels</li> <li>• Improved management of Safeguarding across sector</li> <li>• Improved inspection reports across sector</li> <li>• Improved service to and outcomes for young people.</li> </ul>	Voluntary sector management development Action Plan established by April 2018.  70% of voluntary sector target groups completing training by March 2019.  Voluntary sector Management Committee Training Action Plan established by April 2018  70% voluntary sector management committees completing governance training by March 2019  70% RVYOs accessing governance/management training by March 2019.
	<b>Statutory Sector Management and Leadership</b> Design and Develop EA Corporate Leadership Programme Voluntary sector to design and implement: <ul style="list-style-type: none"> <li>• Governance Training based on NICVA Survey.</li> <li>• Programme Planning Based on Assessed Need training</li> <li>• Outcomes Based Reporting Training</li> <li>• Safeguarding Training (including E Safety)for Management Committees</li> <li>• Writing Funding/Tender Applications</li> <li>• Support for ETI Inspections</li> </ul>		EA Corporate Leadership Programme developed and approved to progress by April 2018  15 managers trained on the Corporate Leadership Programme by March 2019  100% managers accessing safeguarding training where necessary.  Minimum 2 workshops on ETI inspection by March 2019
	<b>Joint Training</b> Transitioning Communities – Fresh Start Shared Education		Minimum 2 cohorts trained on Fresh Start/Shared Education by March 2019

