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DETACHED YOUTH WORK POLICY:

1. INTRODUCTION:

The purpose of this policy is twofold; firstly, it sets out to explain the rationale behind and requirements of Detached Youth Work and secondly, it clarifies the role of Detached Youth Work as one of a number of specialist approaches to working with young people.

The policy offers a framework against which all Detached Youth Work practice will be developed and implemented within the City Council Youth Service and is intended to be used by Detached Youth Workers and their managers as a tool for developing good practice with some of the City's 'harder to reach' young people.

It will also help to inform the development of partnerships and collaborative working initiatives.

Currently there are very few areas of the City that have Detached Youth Work provision, with there having been a gradual decline in such provision over a number of years. The Saffron Lane estate has a voluntary sector Detached Youth Work Project, the Single Regeneration Budget (SRB) funds projects in North West Leicester (SRB5) and Greater Humberstone (SRB6), whilst New Deal funds a project operating in North and South Braunstone.

The City Council Youth Service is responsible for a full-time Detached Youth Work Project operating in West Humberstone as well as for deploying a number of part-time Detached Youth Workers in St Matthews and Eyres Monsell. By part time, we mean workers who are contracted to work on a sessional basis, often for no more than one or two sessions per week, with a session being two to three hours in duration.

The City Council's Youth Work Strategy started to make the case for Detached Youth Work having a more significant role in delivering youth services to young people, where in its development, "it was agreed with Council Members that Detached Youth Work could provide an important method of contacting and working with many more young people and particularly those who prefer *street life* to building based provision".

The same document also cited the Connexions Strategy which highlights the importance of the role that Detached Youth Work can play in contacting and working with "hard to reach" young people.

2. CONTEXT:

Nationally, Detached Youth Work has now developed into an integrated part of contemporary youth work philosophy and is widely acknowledged as one of the most effective means by which to engage a broader range of young people than might otherwise come into contact with the Youth Service, including those whom more conventional youth provision finds difficult to reach, e.g. young people over the age of sixteen.

The development of Detached Youth Work within the City has arisen from the increasing recognition amongst youth workers, their managers and elected members, that those young people who most experience the effects of social exclusion are precisely the ones who are least likely or least willing to engage with the more usual building based provision that is available.

Within the City's Youth Service, Detached Youth Work is acknowledged as having a positive role to play in realising the LEA's overall Youth Work Strategy in general and in contacting 'hard to reach' young people and facilitating their re-integration into mainstream services in particular.

However, Detached Youth Workers, their managers and elected members alike, recognise that the nature of Detached Youth Work is often little understood, which in turn can lead to inconsistencies in the way it is delivered to young people at 'street level', hence the development of this policy.

2.1 What do we mean by Detached Youth Work?

Whilst some young people are either regular or occasional users of youth centres, youth clubs and other building based projects, Detached Youth Workers go to young people. This is the basic principle of Detached Youth Work and is the most obvious difference between it and youth club provision.

Experience tells us that one of the most frequently misunderstood aspects of Detached Youth Work, is the use of a building base. Unlike centre-based youth workers whose building base is one of their principal resources and a focus for much of their youth work practice, the Detached Youth Worker's base is just an accessory to their work.

Consequently, the work base is not a 'youth centre' and it does not offer any of the usual facilities often associated with youth clubs. Often no more than an office, it tends to be used as a back up resource, ideally, where space allows, as a base for group work and work with individual young people, somewhere to run workshops, for meetings, for producing and providing information, for preparing for street work sessions, as a contact point, as well as an administrative base.

Detached Youth Workers draw upon their personal qualities to enable them to establish and maintain positive and effective working relationships with young

people, many of whom are not responding well to more conventional building based youth provision or other agencies.

Detached Youth Workers have no statutory authority and their role has often been misunderstood, not only by the young people with whom they come into contact, their wider community, other agencies (including youth projects) etc, but also by those who employ, supervise or manage them. Consequently, Detached Youth Workers have often found themselves working at the real sharp end!

Detached Youth Work practice falls broadly into two categories, which are not mutually exclusive:

Firstly, a generic approach which targets all young people within a given geographical area, an estate, city centre, or rural district, for example.

And,

Secondly, a targeted approach, which might focus upon a particular group of young people e.g. young people of a particular age group, young women, young men, black young people and/or a particular issue that affects them, such as drugs/alcohol misuse, sexual health and crime reduction.

Detached Youth Work is often confused with outreach work, though in practice there are significant differences.

Detached Youth Work is a method of engaging with young people within their own environment, on the streets, waste ground, open space, shopping parades, pubs, cafes etc., with a view to working with them within their own territory.

Outreach work on the other hand, is primarily about making contact with young people away from the established youth work outlet, with a view to encouraging them to participate in existing or planned provision.

Detached Youth Workers are in the business of informal education and the personal and social development of young people in non-formal contexts, whereas outreach workers seek to link young people with specific services or projects.

2.2 What are the aims of Detached Youth Work?

Working within an informal education and/or personal and social development framework, the basic aim of Detached Youth Work is: -

To make contact with young people (having particular regard for those for whom existing opportunities are not appropriate) on their *own* territory and on their *own* terms – in order to facilitate and support them in identifying and addressing their *own* issues, concerns, interests and aspirations.

In a nutshell, Detached Youth Work is:

- A planned approach to delivering informal education, learning opportunities and personal & social development.
- Based upon effective working relationships, commitment and a positive regard for young people.
- On young people's terms
- Where young people choose
- At young people's pace
- When young people choose
- About issues that they identify as important.
- Not dependant on a building base.
- Open to all young people (particularly, though not exclusively those who most experience the effects of social exclusion) who are contacted on the streets or through other voluntary involvement.
- A developmental process.
- Responsive to community needs.

It most definitely is not:

- Just hanging out on street corners or wandering around aimlessly.
- Policing young people or moving them on.
- Trouble shooting for its own sake.
- A tracking and surveillance exercise
- A cheap or easy youth work option.
- A quick fix/gap-filling process.
- Outreach work (i.e. an extension of building based provision).
- Licence for youth workers to impose themselves on young people.
- Effective if it operates in isolation from other service provision.
- Effective if it cannot account for its achievements and outcomes for young people

2.3 Who do Detached Youth Workers work with?

In the main, Detached Youth Workers focus their time and resources upon those young people who find themselves not able or choose not to participate in mainstream youth provision.

Young people who are not able to participate are those who, for whatever reason find it hard to cope with the 'cut and thrust' of a busy, open-access youth club session, who may feel intimidated by others (particularly if such provision is only available outside of their 'territory') or who live in an area where no such provision is accessible.

Young people who choose not to participate are those who may not see existing provision as being relevant to their needs, interests and aspirations. They also include those young people who have been excluded from existing provision, those who are unwilling to accept any 'rules'/expectations that such

provision may have of their behaviour and those who view such provision with suspicion or disdain.

2.4 Why Detached Youth Work?

By its very nature, Detached Youth Work offers a flexible and responsive method of working with young people. Detached Youth Workers often find that they are able to operate with a comparatively high degree of autonomy and freedom (from building related responsibilities and constraints, but not from accountability) and consequently, can carefully target their time and resources towards those young people and communities who are most in need of a youth work intervention, unlike centre based workers whose work is often dependant on 'who comes through the door'.

In working as they do at 'street level', Detached Youth Workers have no obvious power to enforce sanctions or threat of sanctions against young people, (other than perhaps, their withdrawal from engaging with the contact group). This lack of 'power' is arguably unique to Detached Youth Work and means that the relationship between youth worker and young person is not based on authority, but entirely on mutual trust, respect and confidence.

"Detached" status can allow for more fluid inter-agency liaison and responsiveness to new developments/emerging issues as they arise (within agreed deployment protocols and in a planned manner), largely unhindered by the administrative constraints that building based workers have to contend with. Consequently, Detached Youth Work (though not always high profile) has the potential to be at the forefront in any number of situations.

Experience shows that those young people who find it difficult to relate to what they perceive to be more conventional youth work provision (or for that matter, any other agency) are often better able to relate more positively to Detached Youth Work Projects, which they see as being more 'street-wise' and having a positive view of them.

It should be pointed out however, that Detached Youth Work does not have a monopoly on working with young people who experience the effects of social exclusion and just as it would be wrong to view Detached Youth Work as a panacea for all the issues faced by young people and their wider communities, it would be wrong to assume that more conventional methods of youth work provision do not have an important role to play in delivering quality youth work in general and the social inclusion agenda in particular.

Indeed, Detached Youth Work can only be effective if it works in partnership with other youth work projects, with each adding value to the other.

2.5 Service Delivery:

As individuals, Detached Youth Workers draw upon their own personal experiences and possess and develop personal qualities that enable them to form effective working relationships with young people that are largely free from institutional barriers.

Detached Youth Workers may operate on young people's home ground, on the streets, on waste ground, parks and open spaces, in cafes and pubs and so on, but their role is still that of informal educator and their work is grounded within the framework of the youth work curriculum.

In developing their practice, Detached Youth Workers have to become part of the 'scene' by gaining young people's acceptance and trust. Once this has been established, only the resources available limit the potential for innovative and effective youth work. However, gaining that acceptance and trust can be hard, it takes time and can be all too easily undermined.

It is also important to get the balance right between 'hanging around' work with young people where they congregate and more focussed work with groups and individuals. It is worth remembering that making contact with young people on their own ground is a means to an end, not an end in itself.

Engaging young people in purposeful activities, in identifying and addressing their own needs and aspirations and in exploiting learning opportunities is the crux of effective education based Detached Youth Work practice.

3. OPERATIONAL ISSUES:

Before setting up a Detached Youth Work Project, the purpose and proposed outcomes need to be considered carefully. How was the decision arrived at? Has an options analysis been carried out (to ensure that Detached Youth Work is the most effective method of reaching young people)? How will it relate to other provision in the area?

Once the decision has been reached that Detached Youth Work will be the most effective youth work intervention for achieving identified objectives, then the following needs to be borne in mind. In setting up and managing Detached Youth Work Projects there are a number of minimum requirements that are prerequisite to good practice. Central to this is the fact that Detached Youth Work is not a cheap option and if it is to be effective, then it needs to be resourced appropriately.

In recognition of this, the following guidelines outline the minimum standards to which Detached Youth Workers will be expected to operate.

3.1 Work Base:

The City Council recognises that any Detached Youth Work team needs a base from which to operate and such a base should be of a suitable standard and be fully compliant with established Health & Safety policies and regulations.

As a minimum requirement, the work base should have:

- A means of independent access at times when the host organisation might otherwise be closed.
- A desk/workstation.
- A telephone
- A lockable filing cabinet.
- Access to stationery (including stamps).
- Storage space for resources.
- Sufficient space for team meetings, group work sessions, etc.

3.2 Administrative Support:

Detached Youth Workers will have access to:

- A postal address.
- An effective and confidential message-taking/retrieving system.
- Word processing and reprographic facilities.
- Refreshment facilities.
- Toilet and washroom facilities.
- Somewhere secure to leave personal effects.

3.3 Working Sessions:

The particular strength of Detached Youth Work is that unlike many building based projects, it is not tied to fixed operating times, which means that, on occasion, workers will need to be flexible in their working patterns. Therefore, Detached Youth Workers may not find themselves working set sessions from one week to the next, with full-time workers often having to work split shifts.

However, this does not give managers or Detached Youth Workers licence to chop and change working hours at will, but means that they will need to agree working patterns that take into consideration the needs of the service to be responsive and flexible, along with any commitments and responsibilities that workers have outside of work.

Changing shift patterns need to be agreed in consultation between managers and Detached Youth Workers, as far in advance as necessary to accommodate availability and personal commitments.

The balance between home and work life and the often-conflicting demands that this places on a Detached Youth Worker, is a management issue and must be handled in a sensitive and equitable manner.

The delivery of Detached Youth Work interventions, which might take place away from the public gaze, means that it is essential for managers and workers to establish both a relationship of trust and transparent systems of accountability. Each project will also be expected to ensure that mechanisms are in place within their locality, that maximise opportunities for young people and their wider community to play a major role in defining the work, identifying targets and evaluating its effectiveness.

Detached Youth Workers will often find themselves working in sensitive situations, such as those involving truancy, petty crime, drugs and alcohol use, anti-social behaviour etc. Therefore, managers overseeing Detached Youth Work will need to recognise their responsibilities and duty of care in relation to their staff and the trust inherent in the work.

Each Detached Youth Work establishment will be responsible for developing and implementing operational guidelines that are based upon this common framework and which take into account good practice, ethics and Health & Safety (please see Appendix A as an example).

The City Council's expectation is that Detached Youth Workers, like their centre-based colleagues, will develop, deliver, monitor and evaluate their youth work practice within the context of the City Council's 'Youth Service Curriculum Framework' and 'Youth Work Strategy'.

3.4 Planning and Preparation:

Detached Youth Work, if it is to be effective, needs to have a clear purpose, aims and objectives. Simply 'hanging out' on a street corner or wandering about aimlessly is no more good youth work than a youth centre which provides pool and ping pong with little else and as such will not satisfy OFSTED Youth Work Standards.

Consequently, (as is the case in all good youth work practice) the aim of each Detached Youth Work session will be clearly identified and agreed in advance of each session and should be designed to offer a broad range of learning opportunities as described within the Division's 'Youth Work Curriculum Framework' and 'Youth Work Strategy'.

Given that Detached Youth Work is intended to be responsive to change, regular planning and evaluation meetings need to be programmed in, so that emerging trends and issues can be considered and if appropriate, new priorities agreed.

Managers responsible for Detached Youth Work must provide each worker with the appropriate toolkit to carry out their work as professionals. The following list, though not exhaustive, has been identified as the minimum basic requirement necessary for this purpose.

- A City Council identification badge.
- A torch.
- A mobile phone.
- A detailed map of the area.
- Waterproof clothing.
- Notebook and pen.
- Home and work contact numbers of their manager and/or other identified persons, for contact in an emergency.
- The contact number of a reliable and sympathetic solicitor, both for their own use and for young people in need of legal advice/representation.

3.5 Defining the area:

In conjunction with the project/line manager the overall geographical area/s in which the team will operate need to be clearly identified, agreed upon and appropriate risk assessments undertaken.

3.6 Reconnaissance:

The aim of reconnaissance is to allow Detached Youth Workers to familiarise themselves with their 'patch'. The process includes gathering information, compiling a community profile, making observations and networking with other agencies.

It allows the project/worker to begin the process of identifying priorities and time to identify potential partners for future work, without undue pressure to start 'achieving' or 'producing'.

Reconnaissance is an essential prerequisite to good Detached Youth Work, as it allows for a true picture of the area to be gained, which will then feed into the project's long-term aims and objectives.

Only when the reconnaissance has been completed, is it possible to prioritise the precise geographical area to be worked, which young people will be targeted and what issues are going to inform service delivery initiatives and curriculum content.

The time needed for reconnaissance needs to be agreed between Detached Youth Workers and their manager and will need to take into account a number of factors such as time availability for the task, the size of the area to be worked, the nature of issues to be addressed and the particular circumstances of the target group. The process of reconnaissance and 'contact' with young people are not mutually exclusive.

Indeed, soliciting the views of young people and seeing the area through their eyes is an important aspect of reconnaissance. This said, as part of the management process, Detached Youth Workers and their managers will have to agree precisely the 'right' time to start engaging with young people.

Reconnaissance also offers the opportunity for Detached Youth Workers to begin to raise the profile of the project by 'having a presence' on the streets. Word of mouth is by far the best kind of publicity, so it is important for workers to be seen. Spending time doing this, without undue pressure to engage with young people, enables workers to get a feel for the neighbourhood and its geography.

Detached Youth Workers often describe the information gleaned through the process of reconnaissance as either 'hard' or 'soft'. Broadly speaking, 'hard' information is objective and is comprised of statistical data such as socio-economic factors, whilst 'soft' information is subjective and comprised of anecdotal knowledge and observations.

3.7 Making Contacts:

It is imperative that workers establish their profile within the area and find the best way of introducing themselves to colleagues, potential partners and the wider community. Initially, this could take place as part of the workers induction programme.

Whilst an introductory letter may be sufficient in some cases, personal contact is preferable as it allows for names to be put to faces and for dialogue to take place.

Precisely what introductions need to be made, will depend to some extent on the area of work. As a general rule, it is likely to include other agencies, chairs of tenants/residents associations, Heads and pastoral staff at local secondary schools, Ward Councillors, shopkeepers, Social Care & Health, Youth Offending Team, Connexions, leisure centres, publicans and the Local Policing Unit, etc.

When introducing themselves to the police, workers should firstly identify the most appropriate person/s to contact. An ad hoc introduction at the Police Station Enquiry Office, for example, may not be communicated effectively to the correct person.

Key personnel at the Local Policing Unit (LPU) might include for example, the LPU Inspector, the Principal Beat Officer (PBO) for the beat that covers the project's patch and/or the Youth Involvement Officer based at Police Head Quarters.

It is essential to establish protocols that inform and govern working relationships with other agencies and organisations in general and the police in particular as these help to prevent/minimise the risk of either party's credibility and professional integrity being deliberately or unintentionally undermined.

The responsibility for ensuring that such protocols are developed and implemented, clearly lie with the project manager/senior worker, though it is good practice to consult with the wider team.

As well as establishing protocols governing working relationships, it is also important to make it clear to potential partners, other agencies and the wider community, what the project's deployment protocols are. If Detached Youth Workers are going to avoid the risk of being seen as "trouble-shooters", responding to those who shout the loudest, then at the very least, protocols will need to be drawn up by each project which spell out precisely on what basis they will intervene in response to requests from others and how such interventions/referrals will be accepted and prioritised. Failure to establish such protocols (examples of which can be found in the Appendices A/B) could lead to the project being expected to perform as some kind of 'rapid response' answer to all issues relating to young people within the area. It is advisable to make such protocols public and written copies should be given as wide a circulation as possible.

3.8 Health & Safety:

Whilst everyone is responsible for Health and Safety, workers and their employers have particular legal responsibilities that are spelt out within the City Council's Health & Safety policies and procedures.

Youth and Community workers in general, have to be aware of a whole range of legislation, for example, Food Hygiene, Fire Regulations, COSHH, Manual Handling and a myriad of others, which need to be briefed to all staff during

their induction programme, with any updates/amendments dealt with through the Education Department's ongoing Health and Safety training programme.

Detached Youth Workers in particular will have to be briefed by their managers in the often-complex risks associated with 'street' work and the City Council's Insurance Cover, provided that Detached Youth Work is part of staff's responsibility (i.e. job description) and a risk assessment has been carried out, they are covered.

Within the context of the 'Health & Safety at Work Act (1974)' and the 'Management of Health & Safety at Work Regulations (1992)' in general and 'Risk Management' in particular, each Detached Youth Work Project is expected to develop and implement their own safe working practices as appropriate.

Risk Assessment and Hazard Management are perhaps the most obvious aspects of Health and Safety that have a bearing on Detached Youth Work. Consequently, prior to any "street work" commencing, a detailed risk assessment should be carried out, with any potential risks to health identified and control measures introduced to keep such risks to a minimum. An example of a risk assessment for Detached Youth Work and ensuing control measures can be found in the Appendices.

Some of the factors that need to be taken into consideration include, the built environment in which Detached Youth Workers will be operating, for example, hiding places for potential assailants, empty/vandalised buildings, broken glass, discarded sharps/drugs paraphernalia, secluded walkways/alleyways, dead end/cul-de-sacs, heavy traffic, underpasses etc; evidence of drug dealing, soliciting, "gang warfare", public disorder issues, assaults, weapons related incidents, arson attacks, etc., (the Local Policing Unit and/or the City Council's Community Safety Team may be able to provide statistics relating to these matters, on either a post code or Police beat basis). And finally, due consideration needs to be given to the general demeanour of the young people to be worked with.

After this assessment of the contextual circumstances and vulnerability of staff has been carried out, operating guidelines should be drawn up, with workers being fully briefed as to the rationale behind them and their roles and responsibilities in adhering to them

At the very least, the following guidelines and working practices should be adhered to:

When undertaking "street work" sessions, Detached Youth Workers will:

- Never operate with fewer than two workers and always in sight of each other.
- Inform their line manager of the specific locations and times to be worked.

- Always carry their identification badge with them.
- Inform their manager when making a home visit.
- Avoid attracting unnecessary attention by wearing/carrying valuables.
- Under no circumstances transport young people in their own vehicles or allow themselves to be carried in vehicles driven by the young people with whom they work.
- Always carry the mobile phone provided in case of an emergency.
- Not take unnecessary risks and recognise their own and their colleagues limitations.
- Always work within the law and within the City Council's policies and procedures.
- Bring Health and Safety matters and other concerns to the attention of their line manager, so that appropriate risk assessments/action can be carried out.

3.9 Confidentiality:

Confidentiality is an essential part of the professional relationship between youth workers, their employers and young people. Failure to get this right can lead to all manner of problems, conflicts of interest and damage to working relationships.

The dilemma here is that whilst young people must feel able to confide in and 'open up' to youth workers, on the understanding that such confidences will not be betrayed, this is not always possible.

Whilst it is acknowledged that in the majority of cases, youth workers will be able to maintain a confidence, in certain circumstances this may not be possible.

Within the context of 'agency confidentiality', workers should never disclose the identity of a young person or give any information that would help identify them to another party, without first obtaining their permission (save where failure to do so would leave workers open to a charge of obstruction, bring the City Council into disrepute or be in breach of Child Protection procedures for example).

It should be borne in mind that a young person may feel very vulnerable in taking the risk of talking through personal issues and/or expressing powerful emotions. The knowledge that what they disclose will not be made known to others without their expressed permission, will help them to make best use of the one to one support that they seek from youth workers

The City Council recognises that young people must be able to trust in the observance of confidentiality and the unconditional positive regard of the youth worker and acknowledge that this is a precursor to the establishment and maintenance of positive working relationships and effective youth work practice.

It is important to be aware that as a result of working through issues and feelings, with the support of a youth worker, the young person may have 'moved on' and grown. Therefore, it would be inappropriate afterwards for a youth worker to, even indirectly, mention the content of any confidences shared with the young person, unless they themselves raise the matter.

Youth workers are advised that they should never offer total confidentiality and must be honest about the restrictions that are placed upon them as City Council employees and explain to young people under what circumstances they might have to share any disclosures with someone else. This should be done at the first sign that a young person may be about to "offload".

Ultimately, the decision to share information about a young person (whether or not this constitutes a breach of confidence) must be taken in the context of what is best for that young person.

3.10 Parental/Guardian Consent Guidelines:

Whilst the City Council's Youth Service has established systems and procedures relating to registration and parental/guardian consent, these have very much been designed with centre-based youth provision in mind.

Detached Youth Work by its very nature, as outlined in Sections 1 and 2 of this document, is somewhat complex both in terms of its delivery and the relationships between young people and Detached Youth Workers. Moreover, established systems and procedures do not easily lend themselves to this method of working.

Managers and practitioners within the Service recognise that appropriate systems for registration need to be designed for Detached Youth Work purposes and consideration is currently being given to options such as registration being built into a membership scheme.

Derbyshire County Council has undertaken some work in this area and its model is offered as an example of best practice as an appendix to this report. (Appendix B)

3.11 Finance:

Budgets:

Detached Youth Work requires funding comparable with building-based provision, although the 'budget heads' and emphasis on the areas of spending may be different.

Detached projects require the following 'budget heads' to support the work.

- Clerical support.
- Administration (printing/photocopying/telephones/postage).
- Transport (mileage allowance).
- Equipment (including clothing).
- Full time/Part-time staffing budgets/sessions.
- Insurance (Public Liability/Employee Liability).
- Expenses.
- Training.
- Professional Affiliations (Regional/National Federation of Detached Youth Work Projects).

3.12 Expenses:

Sensible and flexible arrangements need to be agreed for the provision of necessary out-of-pocket expenses. Amounts need agreeing so that the work can proceed within a properly monitored framework that is understood by the workers and their line managers. Examples of expenses, which may occur, are bus fares, telephone calls, local papers, and cups of coffee.

A professional expense account needs to be established in support of each Detached Youth Work Project. It is imperative that a maximum amount of expenses is agreed locally with line managers and that it is clearly accounted for on sessional recording sheets and totalled on the monthly reports.

3.13 Quality Assurance:

Quality Assurance is a prerequisite for all youth work practice, be it Centre based, Outreach, Project based or Detached.

Within the context of the OFSTED 'Self Assessment Schedule for Youth Work', Detached Youth Work Projects are expected to devise and implement the following systems and procedures.

- An annual community profile/needs analysis incorporating socio-economic data, local trends, national developments and anecdotal local knowledge will be carried out, with the findings used to inform the future work programme.

- An annual business plan/work programme (which reflects the above), which incorporates operational aims and objectives, options analysis, milestones, descriptions of work to be undertaken, potential partners, identified inputs and out-turns and anticipated learning outcomes for participants etc.
- Quarterly work programmes (relating to the above) in advance.
- Quarterly evaluation reports (relating to the above) in arrears.
- Daily recordings, including management information.
- Recorded evaluation at the end of each session.
- Recorded/minuted team meetings.
- Recorded managerial supervision/Appraisal on at least a quarterly basis.
- An annual progress report designed for wide circulation/readership.

The full-time worker or designated senior part-time worker will be responsible for co-ordinating the above, as well as for maintaining contact sheets that will include, for example, age, ethnicity, gender, etc of contacts, specific geographical locations/areas worked and the nature of the contact. Namely, superficial (a brief conversation), moderate (in-depth conversation, passing on information, sign-posting etc) or intensive (one to one support, group work, project work, curriculum delivery, advocacy, etc.).

Management information should also indicate the content/curriculum area that the intervention covered, together with any identifiable learning outcomes for the young people concerned.

3.14 Transport:

The City Council's corporate policy on transport applies to all employees and will be made available to all Detached Youth Workers as part of their induction programme.

In addition to this, staff are reminded that under no circumstances whatsoever, are they permitted to transport young people in their own vehicles or allow themselves to be driven by a young person. Both may leave workers vulnerable and open to allegations that would prove difficult to defend.

In addition to the City Council's corporate policies on transport, the Lifelong Learning and Community Development Division has procedures based on DfES guidelines, that cover trips and outings with young people and these must be adhered to at all times.

3.15 Management:

Those responsible for managing Detached Youth Work Projects need to acknowledge that Detached Youth Work is most effective if it operates in an environment where the professional judgement of workers is valued and can be exercised.

Managers must ensure that consistent, carefully planned and focussed supervision is provided throughout the project.

Given the fact that Detached Youth Work practice is often misunderstood, it is essential that those tasked with managing it ensure that there is complete clarity about roles and responsibilities, as well as accountability.

The City Council Youth Service acknowledges that one of the central characteristics of work with young people is the quality of relationships and that this is particularly so in Detached Youth Work. Mindful of this fact, the Service is committed to ensuring that this quality of relationship is exemplified in the management process as well as in young people's relationships with their youth workers.

If Detached Youth Work is to be effective in its delivery, a number of management functions need to be put in place. Some of these are common to all youth work practice, whilst others are unique to Detached Youth Work. These include:

- Clarifying roles and responsibilities
- Clarifying expectations
- Identifying and agreeing professional boundaries and autonomy
- Completing risk assessments
- Implementing policy
- Setting priorities and parameters
- Providing support and supervision
- Monitoring and evaluating the work
- Providing a baseline for assessing performance and work
- Raising the profile of Detached Youth Work
- Identifying and accessing resources
- Networking with local, regional and national Detached Youth Work organisations
- Focusing work in times of conflicting demands
- Giving feedback on progress
- Acknowledging achievements
- Providing opportunities to develop and grow through the work

4. STAFF DEVELOPMENT:

4.1 Induction:

All new staff will be given a comprehensive induction programme designed to enable their smooth assumption of responsibilities. A designated person (usually the line manager for the post) will be responsible for overseeing this process.

The induction programme will include:

- An introduction to the work base – Security/Access/Admin. and Housekeeping etc
- An introduction to colleagues in immediate team
- An introduction to other agencies/workers in the area
- Production/issuing of identification card
- Clarification on lines of accountability
- Agree timescale for reconnaissance
- Identify personal safety issues/measures
- Identify initial training requirements
- An explanation of systems for planning, monitoring, recording and evaluating work
- Time for workers to be briefed on relevant policies and procedures pertaining to their work. The following list, whilst not exhaustive, outlines the range of policies and procedures that to varying degrees apply to all employees.

Job Descriptions/Contracts of Employment
Detached Youth Work Policy
Sex Education Policy
Drugs Education Policy
LEA Equal Opportunities Policy
Youth Work Curriculum
Staff Handbook
Absences from work procedures – annual leave, compassionate leave, sickness etc
Staffing ratios policy
Lone working/vulnerable situations guidelines

Child Protection Procedures
 Staff Development Policy

- Equal Opportunities
- Employment Probation Guidelines
- Supervision
- In-Service Training
- Performance Appraisal Guidelines

 Details of Employers Insurance
 Health & Safety Policies, Procedures and Structures
 Equal Opportunities Policy
 Disciplinary/Grievance Policies
 Recruitment & Selection Procedures
 Redeployment Procedures
 Redundancy Policy & Procedures
 Regrading Procedures
 Trade Union Membership
 Financial Management Guidelines
 Staff Code of Conduct Guidelines
 Trips and Outings Procedures
 Complaints Procedures
 Dealing with the media

Some of these measures are corporate and relate to all employees within the City Council, whilst others are unique to the Youth Service. Not all are currently in place, but will be introduced over the course of time.

4.2 Training:

It is clear from experience that Detached Youth Work requires skills, which are in many ways unique to this approach. Initial training, both at Part-time Certificated and full-time JNC qualification level offer too few opportunities for potential Detached Youth Workers to develop their skills and knowledge.

The City Council Youth Service acknowledges that relevant training opportunities are those that recognise skills and knowledge that are particular to, or are especially important in, Detached Youth Work practice.

Consequently, the Youth Service is committed to securing in-service training opportunities, which focus upon, for example,

- the defining and communicating of goals both of workers and of the people with whom they work;
- evaluation and assessment of a person-centred and achievement-led approach;
- time management and the personal control of workloads;
- curriculum development;
- health & safety;
- awareness of self as a resource;
- information dissemination;

- community profiling/needs analysis & options analysis;
- deployment protocols;
- management processes;
- resource identification and 'utilisation';
- community interaction, politics and dynamics.

4.4 Supervision:

It is generally acknowledged that the management of Detached Youth Work is significantly different to that of more conventional centre-based youth work. Much of the practice takes place away from the gaze of the manager and it is difficult to observe the work that is being undertaken. Likewise, the learning outcomes of that work can be more difficult to measure objectively.

Detached Youth Workers operate in highly autonomous ways and usually out of sight and consequently the levels of communication between themselves and their manager, together with the support that they require are likely to be higher than normal.

In recognition of this, it is critical to the overall effectiveness of the work for managers to establish systems that both monitor the work effectively and support the worker sufficiently.

These potential problems can be prevented or at least minimised if the quality of supervision is good, if manager and worker are open and honest, if sufficient time is allocated to the task and if the focus is sufficiently comprehensive.

Whilst it is important to all youth work practice, supervision is vitally so in Detached Youth Work, where it establishes clearer lines of accountability as well as the recognition that individual workers have specific needs relating to their work, including amongst others: -

- A clear sense of purpose and remit
- Leadership and direction in their work
- An understanding of the boundaries of their own autonomy
- Support and advice when they encounter problems/fresh challenges
- Feedback on their progress
- Young people's learning outcomes and recognition of achievements
- Opportunities to grow and develop through their work

5. FUTURE DEVELOPMENTS:

This policy document represents the minimum requirements for the establishment of Detached Youth Work within the City Council and whilst it may seem exhausting, it is not exhaustive. Indeed, it is the intention of the Education Department that it will be added to, further developed and refined at regular intervals in the future.

Areas that have already been identified for inclusion at the next phase of this policy include: -

- Curriculum development and delivery within a Detached setting
- Guidelines on parental/carer consent for sensitive issues such as substance misuse, sexual health etc
- Programme planning, monitoring and evaluation
- Detached Youth Workers and the law
- Job Descriptions/person specifications
- Reappraisal of support mechanisms for Detached Youth Work practice
- The establishment and maintenance of a City Wide Detached Youth Work Forum.
- Further development of the strand of Detached Youth Work, which focuses more on personal and social development.

It is envisaged that these and others that arise will be developed within the context of the City Council's wider Youth Service.