

Evaluation of the Impact of the Welsh Government's Annual Grant to the Council for Wales of Voluntary Youth Services (CWVYS)

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Mark Brierley

Consulting

20 Boundary Lane

Saltney

Flintshire, UK

CH4 8LN

01244-671218

Mbrierley1@sky.com

www.markbrierleyconsulting.co.uk

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EXECUTIVE SUMMARY

This report provides an Evaluation of the Welsh Government's Annual Grant to the Council for Wales of Voluntary Youth Services (CWVYS). The Evaluation was undertaken by independent researcher and consultant *Mark Brierley Consulting* in March and April 2017.

For the period covered by the Evaluation, the Welsh Government and CWVYS had five agreed Objectives for the Grant. These Objectives were used as the primary focus for the Evaluation of the Grant.

- Objective 1: To be representative and have effective relations with voluntary organisations offering youth work provision across Wales.
- Objective 2: Support voluntary organisations offering youth work to engage in a more strategic way, enabling them to have their voice heard in policy decisions.
- Objective 3: Support voluntary organisations offering youth work provision to work more effectively with Local Authorities.
- Objective 4: Support voluntary organisations to demonstrate the impact of their youth work interventions.

For 2016-2017, an additional Objective was set:

- Objective 5: To investigate and develop into a sustainable organisation.

The primary method for conducting the Evaluation was individual interviews. Given the short timescale, most of these were telephone interviews. Appendix 1 shows the list of interviewees.

Objective 1: To be Representative and Have Effective Relations with Voluntary Organisations Offering Youth Work Provision Across Wales

Overall, CWVYS has had a positive impact on the Objective although there is scope to do more.

Members say that CWVYS is representative, in terms of the diversity of types and sizes of organisations represented and the geographic spread, and that CWVYS has improved in this regard. CWVYS has grown from 46 members in 2009-2010 to 97 in 2016-2017. Four of the eight Local Authority interviewees were, however, more dubious about the number of CWVYS Members in their area.

From its Members' perspective, CWVYS does have effective relations with them. Members choose the extent of a relationship that they require.

The view of the Evaluator is that CWVYS looks reasonably representative but there is scope:

- to build closer relationships with existing local networks (such as Local Authorities and Community Voluntary Councils (CVCs)) to improve knowledge of potential members;

- to share datasets on existing and potential members with the Welsh Government to develop a shared understanding;
- to improve reporting on the numbers of Members to the Welsh Government through better segmenting into National, Regional and Local organisations (as shown in Table 1 in section 4.1.4), enabling tracking also of new Members and Leavers.

Objective 2: Support Voluntary Organisations offering Youth Work to Engage in a More Strategic Way, enabling them to have their Voice Heard in Policy Decisions

I believe that CWVYS achieves this Objective for its Members:

- The collective National voice is highly valued by Members. If CWVYS no longer existed, this is the element that both Members and several other interviewees felt would be most missed. CWVYS was seen as having unique focus and expertise with regards to youth work.
- Members feel that the consultation processes employed by CWVYS enable them to contribute. It is not just about being consulted: it is about the confidence, unity and “safety in numbers” that the collective voice provides.
- Smaller organisations feel that they might not be heard if not incorporated into the collective voice. Not only that, but if CWVYS was not there, they feared they would be isolated: they would not have the capacity to be as aware of new policies and strategies or funding opportunities; opportunities for sharing best practice would be reduced through the loss of the newsletters, emails, social media and networking meetings; they would have no one to phone up for advice and support; organisations that had grown from a single Local Authority area to work across multiple Local Authority areas felt that CWVYS had been critical in helping identify these opportunities.
- Individual organisations may still make their own submissions where they feel they have particular expertise but nevertheless want CWVYS to provide a voice for the Sector alongside their submissions.
- Where the Welsh Government has undertaken consultations, CWVYS appears to have played an important role in signposting its Members to these processes to encourage their participation.
- CWVYS nevertheless needs to be sharper at describing the processes by which it achieves that National collective voice.

Objective 3: Support Voluntary Organisations Offering Youth Work Provision to Work More Effectively with Local Authorities.

The impact of CWVYS in supporting voluntary organisations offering youth work provision to work more effectively with Local Authorities is patchy.

There is some degree of liaison/co-ordination at national level which is not as robust as it might be (or as CWVYS want it to be) but this might be addressed by the new national youth support service board.

There is evidence of CWVYS playing an effective broker role between some Members and some Local

Authorities, but overall this is not strong because: some Local Authorities are less receptive; there are systemic issues that Local Authorities themselves are facing that make it harder for them to interact; and some Members and many Local Authorities do not see a requirement for CWVYS to be involved in this (e.g. where local statutory/voluntary contacts are already strong).

There may be scope for CWVYS to build stronger working relationships with local voluntary sector representatives on Public Services Boards (CVCs in particular). This link into local networks might both help sharpen the identification of potential new Members and assist in strengthening CWVYS's presence in Local Authority areas where it is currently peripheral to thinking, as well as adding to CWVYS's local intelligence. As this did not come up through the interview process, it is not possible to know how much CWVYS has already been attempting this. It would have been useful to interview more CVC representatives to obtain a wider range of views on this but the interviews that were conducted suggest that they would welcome this.

The Objective also might be better if it was re-written to move away from "Local Authorities" alone and encompass other local co-ordination mechanisms, particularly Public Services Boards and Police and Crime Commissioners.

Objective 4: Support Voluntary Organisations to Demonstrate the Impact of their Youth Work Interventions

CWVYS has promoted the "good inputs lead to good outcomes" approach through its Workforce Development Group and through the opportunities it provides to share good practice, particularly in the form of case studies within CWVYS newsletters and its various networking meetings.

CWVYS should annually report on the number of individuals from Member organisations who have benefited from the free training provided via Adult Learning Wales. The Welsh Government may wish to know more about the profile of individuals who benefit from training from Adult Learning Wales, across both statutory and voluntary sectors.

Demonstrating the impact of youth work is not a simple area. If a National Outcomes Framework (NOF) is finalised in the future, there may be potential for CWVYS to assist in its implementation.

Has CWVYS supported voluntary organisations to demonstrate the impact of their youth work interventions? The role of CWVYS is limited by the fact that many organisations already have favoured techniques and tools in place or are governed in what they do by the requirements of funders. CWVYS's educative role appears to focus on promoting case studies and sharing information on good practice. The Welsh Government may wish to explore with CWVYS whether CWVYS should:

- perform a more active role in developing a 'knowledge base' of techniques and tools that might be accessible by the whole sector (not just Members) and, indeed, across youth work as a whole or is its role to provide links to other organisations that are doing this;
- have a role and targets for promoting the national *Quality Mark for Youth Work in Wales*.

In addition, comment has also previously been made about opportunities for CWVYS to strengthen its links to CVCs and the sharing of good practice is another area in which CWVYS and CVCs might usefully work together.

Objective 5: Investigate and Develop into a Sustainable Organisation

This is a different form of Objective to Objectives 1-4. The other four focus on the role that CWVYS performs for the voluntary youth sector as a whole whereas Objective 5 is about its own funding. The Objective was first set for 2016-2017, a later start than for the other Objectives. This therefore is not as open to evaluation as it is not about CWVYS's impact on the sector as a whole.

Nevertheless, CWVYS made progress on the "investigate" element of this Objective through a Trustees Away Day and use of external consultancy on sustainability, leading to the production of an Action Plan.

Summary of the Impact of the Welsh Government Grant to CWVYS

This Evaluation is not scoped to make recommendations about whether the Welsh Government should continue to fund CWVYS, or what levels of funding might be. These are questions that only the Welsh Government can answer, informed by the Evaluation and taking into account wider economic considerations about competing priorities. The Evaluation is scoped to comment on the *impact* of the Grant.

The view of this Evaluator is that the Grant to CWVYS overall has had a positive impact. CWVYS was certainly very strongly defended by its Members. My comments relate more to transparency, improving information, and barriers, rather than the performance of CWVYS itself.

CWVYS has had its strongest impact on Objective 2 (National voice). A couple of Local Authority interviewees wondered about the extent to which it represented an authentic voice of the voluntary youth sector and whether it was dominated by the views of larger National organisations. Interviewees strongly felt that CWVYS has effective processes in place to gather and reflect the voice of Members, with smaller organisations particularly valuing this. For this Evaluator, CWVYS does appear to represent an authentic voice but needs to be better at describing its consultation processes, including how it uses this information.

The next strongest impact is on Objective 1 (representativeness and effective relations). Members certainly felt that this was being achieved. There have been queries by some Local Authorities about whether CWVYS has a sufficient presence in some geographic areas: this is a subject where improved information would help to evidence this. CWVYS and the Welsh Government should continue to develop a shared database and shared understanding of the eligible potential members that exist throughout the country, and there needs to be improved segmenting of Members and potential members. This will help to clarify on an ongoing basis the extent of penetration across the country. This Evaluator sees this as an area that has scope for improvement but not as a problem area.

There has only been patchy impact on Objective 3 (Local Authorities) at national and local levels. I would query the achievability of this Objective in the way it is currently written. If the Objective was reworded to focus on partnerships and linkages to local networks, including Local Authorities, there might be scope for greater impact.

Similarly there has been only patchy impact on Objective 4 (demonstrating impact). Much of the focus has been on "good inputs produce good outcomes" and making use of opportunities to share and promote best practice. While valued by Members, these are not tasks that only CWVYS can perform.

If there had been a National Outcomes Framework in place, CWVYS might have found a role in

assisting with its implementation, in some form or another. There may be great potential for CWVYS in this regard in the future, if such a Framework is finalised.

Finally, the Welsh Government in 2015-2016 provided 84% of CWVYS's funding. Some 12% came from other Grants (not specified in the Annual Report) and Membership fees only provided around 4%. The Welsh Government might wish to consider whether there are "benefits" that Members currently receive (such as the information circulated about policies, strategies and funding, or newsletters) that should be open to the whole Sector, regardless of whether they are paid up Members.

1 INTRODUCTION

This report provides an Evaluation of the Welsh Government's Annual Grant to the Council for Wales of Voluntary Youth Services (CWVYS). The Evaluation was undertaken by independent researcher and consultant *Mark Brierley Consulting* in March and April 2017.

2 BRIEF DESCRIPTION OF CWVYS

2.1 CWVYS Position Statement (March 2017)

To provide some context about what CWVYS is, the following is taken from CWVYS's own *Position Statement* (March 2017) that was provided by CWVYS to the Evaluator.

CWVYS is the independent representative organisation for the voluntary youth work sector, enabling a collective voice for those delivering services for young people throughout Wales.

It provides a frontline service for voluntary youth organisations and an important vehicle through which the Welsh Government delivers the National Youth Work Strategy for Wales and a range of important projects.

The four key functions of CWVYS, founded 70 years ago as the Standing Conference of National Voluntary Youth Organisations for Wales, are:

- **National representation and strategic leadership for the voluntary youth sector** (including brokerage, policy development, advocacy, shaping and influencing, strategic communications, raising the profile of the voluntary youth sector within Wales and internationally).
- **Networking and regional partnership working** (including brokering partnerships, regional representation, promoting the languages and cultures of Wales).
- **Information sharing** (including providing funding information and support, policy information, events).
- **Promoting learning and good practice and facilitating research and evaluation** (including good youth work practice and quality assurance, workforce development/training/accreditation, data collection and measuring social/economic impact).

The Position Statement also describes some of the work that CWVYS has undertaken:

The frontline work of CWVYS includes:

- Support for the implementation of the Welsh Government's **National Youth Work Strategy for Wales**.
- Support for the Welsh Government's **Youth Engagement and Progression Framework Implementation Plan** and membership of the YEPF Regional Groups.
- **Strategic input into policy and practice** through membership of the Third Sector Partnership Council plus its various working groups; Third Sector/Cabinet Secretary for Education Group; Third Sector/Communities and Children Cabinet Secretary Group; GwirVol Partnership; Erasmus+ UK Consultative Committee; Erasmus+ UK National Evaluation Committee; sole partners in Wales of Eurodesk UK; members of Volunteering Wales evaluation panel.
- **Co-ordination and development of cross-sector initiatives**, through the four CWVYS regions and the work of CWVYS Regional Co-ordinators, to promote effective working between/across voluntary and maintained sectors.
- **Facilitating the development of consortia working frameworks** by and for the voluntary youth work sector and enabling organisations to work collaboratively whilst securing commissioned work of national significance.
- **Chairing and co-ordinating of the Principal Youth Officers/CWVYS Review Group** to produce the revised curriculum statement for youth work in Wales: *Youth Work in Wales: Principles and Purposes*.
- Development and delivery via Credit and Qualifications Framework for Wales of the Phase 4 programme, including the ground-breaking (and accredited learning programme) **CWVYS Induction Programme (A Stepping Stone to Youth Work)** and a **CWVYS Quality Mark**.
- **Administrative support for Connect Cymru.**"

2.2 Structure and Resources

CWVYS receives **£105,000 grant aid** on an annual basis from the Welsh Government as a contribution towards core funding/management costs to enable the organisation to fulfil a number of defined Objectives.

The Treasurer's Report within the *CWVYS Annual Report 2015-2016* (July 2016) stated that the sum of grants was £124,382, with income from membership fees being £5,567. This means that in 2015-2016 around **84% of CWVYS's funding** came from the Grant from the Welsh Government, 12% from other Grants (not specified in the Annual Report) and around 4% from membership fees.

CWVYS has an **Executive Committee** (also known as the **Trustees Board**) comprised of 20 Trustees, ten from National organisations and ten from Local organisations. At the time of writing, the Chair of

the Executive Committee was Keith Towler, former Children’s Commissioner for Wales (amongst numerous other posts), the Vice Chair was Rocio Cifuentes from the Ethnic Youth Support Team (EYST) in Swansea, and the Treasurer was Marco Gil-Cervantes from ProMo Cymru. The Executive meets three times a year.

There is an **Officers Group** consisting of the Chair, Vice Chair, Treasurer and Chief Executive Officer that meets at least three times a year.

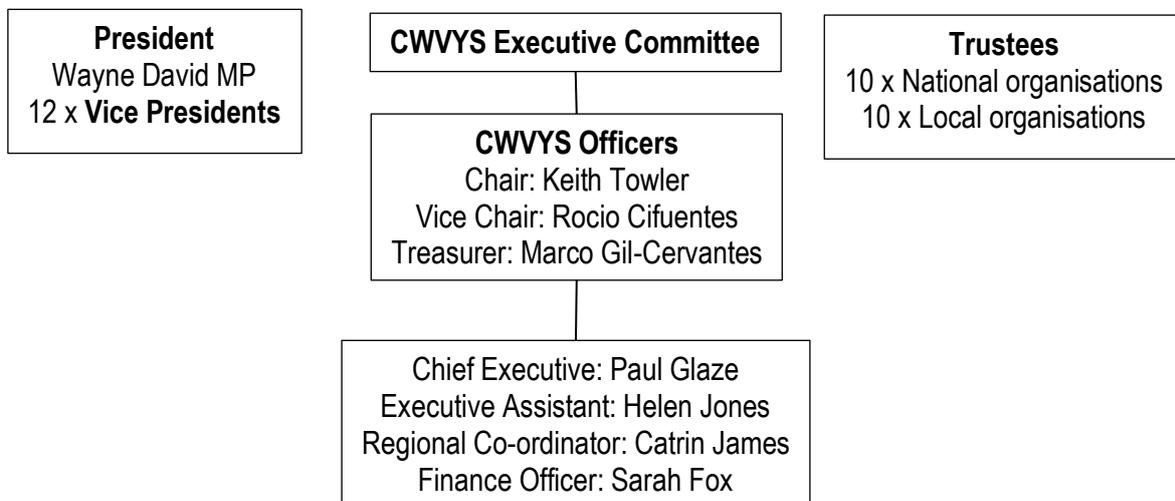
There is a **Workforce Development Group** as a subgroup of the Executive that meets three times a year. In 2015-2016 there were 23 members of the Workforce Development Group.

The **Annual General Meeting (AGM)** is held once a year in July (and elects Trustees and the Chair). At the AGM in 2016 there were 49 organisations represented plus 21 individuals.

CWVYS also has an advisory **Vice Presidents Group**, led by Wayne David MP, with twelve Vice Presidents. While only Members can be elected to the Executive, Vice Presidents are generally not Members but are outside parties who can bring a different perspective on policy and strategy issues.

With regards to **employed staff**, CWVYS has: a full-time Chief Executive, Paul Glaze; a part-time Executive Assistant, Helen Jones; a sessional Regional Co-ordinator, Catrin Jones of Urdd Gobaith Cymru; and a sessional Finance Officer, Sarah Fox. The Regional Co-ordinator’s role is not funded by the Welsh Government’s Grant to CWVYS.

Figure 1: CWVYS Structure (May 2017)¹



¹ This has changed since this report was finalised in May 2017.

3 METHODOLOGY

3.1 Objectives for CWVYS

For the period covered by the Evaluation, the Welsh Government and CWVYS had five agreed Objectives for the Grant. These are shown below. Note that the bold text was not in the originals and has been added by *Mark Brierley Consulting* to provide focus for the Evaluation.

- **Objective 1:** To be **representative** and have **effective relations** with voluntary organisations offering youth work provision across Wales.
- **Objective 2:** Support voluntary organisations offering youth work to **engage in a more strategic way**, enabling them to have their **voice heard** in policy decisions.
- **Objective 3:** Support voluntary organisations offering youth work provision to **work more effectively with Local Authorities**.
- **Objective 4:** Support voluntary organisations to **demonstrate the impact** of their youth work interventions.

For 2016-2017, an additional Objective was set:

- **Objective 5:** To **investigate and develop** into a **sustainable** organisation.

These Objectives were used as the focus for the Evaluation of the Grant.

3.2 Methods

The primary method for conducting the Evaluation was individual interviews. Both the CEO Paul Glaze and the Chair Keith Towler were met with face-to-face in Cardiff. The researcher also conducted four other individual interviews in CWVYS offices after meeting with the CEO, as arranged in advance with the CEO. All other interviews were conducted by telephone because of the short timescale for the piece of work.

The tender brief stated that the evaluator would need to interview:

- The Chief Executive of CWVYS.
- The Chair and Vice Chair of CWVYS.
- Representatives from the CWVYS Executive Committee.
- At least nine national and local organisations that are current members of CWVYS but do not sit on the Executive Committee. At least three of these organisations should be based or have offices in mid/north Wales.
- At least four voluntary youth work organisations that are not members of CWVYS.
- Principal Youth Officers Group.

The selection of the above was made through a mix of people that the Welsh Government contact felt would be useful to include; Executive and non-Executive members suggested by the CWVYS Chief

Executive Officer; and random selections by Mark Brierley.

People who responded to the request for an interview generally replied quickly and were open and honest in their comments. A number of people approached however did not respond. The table below shows the number of interviews completed and the number of approaches made where no interview followed.

Table 1: Interviews Completed and Interviewees Approached

	Interview Completed	Approached but no Interview undertaken	Total
CWVYS Staff	2		2
Executive (Trustees)	8	2	10
Vice Presidents	3	1	4
Non-Executive Members	9	6	15
Non-Members	2	3	6
Local Authorities	7	5	12
Welsh Local Government Association	1		1
Total	32	17	49

Note that:

- Vice Presidents were not on the original list in the tender specification but were useful to add.
- Six non-Executive Members with HQs in mid and north Wales were approached but only two responded.
- Eight Local Authorities were originally targeted; an additional four were added late on in the process. Seven of the original eight approached responded to the invitation, one of whom said that they were unable to participate because of external factors, with only one of the original Local Authorities that were approached not responding. Only one of the additional four was able to interviewed because of time constraints.
- Local Authorities were asked for suggestions about local voluntary sector organisations that were not members of CWVYS that might participate. This method did not produce many potential interviewees so there were slightly fewer non-Member interviews conducted than was originally planned.

A full list of interviewees is shown in Appendix 1.

4 OBJECTIVE 1: TO BE REPRESENTATIVE AND HAVE EFFECTIVE RELATIONS WITH VOLUNTARY ORGANISATIONS OFFERING YOUTH WORK PROVISION ACROSS WALES

The two key phrases that were focussed on to evaluate this Objective were **representative** and **effective relations**.

4.1 Representativeness

4.1.1 Size and Diversity of Member Organisations

Interviewees spoken to amongst CWVYS Trustees, Members and Vice Presidents felt that CWVYS was **highly representative** of the voluntary youth sector in terms of the diversity of organisations represented.

Many commented that there was a good mix of organisations of **different sizes**. As already noted in section 2.2 on *Structure and Resources*, CWVYS's Executive Committee has an equal split between National and Local organisations. Smaller organisations commented that they felt they were treated equally at the Executive Committee, Regional Meetings and in the Workforce Development Group. One person said: "The bigger organisations are quite good at supporting the smaller."

A couple of people who had been involved with CWVYS for a decade or more also said that CWVYS had improved in this regard. One said that in the past, when dominated by larger national organisations, CWVYS had felt "a little cliquy" but was not any longer; and another commented that CWVYS had "gone out of its way" to increase the number of smaller organisations that were Members.

In contrast to the increased diversity, two of the respondents from Local Authorities wondered about the extent to which CWVYS Members **had a "traditional youth work" focus** rather than being organisations that "**provide services to young people**." CWVYS's own website states: *Membership is open to all voluntary and not for profit organisations that agree with the Council's aim and share its remit for youth work*. Interestingly, not one Member of CWVYS questioned the validity of the spread of current membership: indeed, the diversity was welcomed. What is important is whether CWVYS presents an authentic voice for the voluntary youth sector, grounded in experience and expertise, and producing a genuinely collective voice. More is said on this under Objective 2. External micromanaging of the definition of eligible members would not be helpful.

The CWVYS Executive has discussed whether there should be **representation of young people** on the Executive but decided that it is better to encourage Members to promote this within their own organisations, given that CWVYS is not a front-line service provider to young people.

4.1.2 Geographic Spread

Again, the Members of CWVYS (including Trustees) interviewed felt that CWVYS has a good **geographic spread** within Wales. CWVYS has few Members with Headquarters in mid or north Wales and many of those are smaller organisations. The Evaluator received little response to requests to those Members for interview but it would not be safe to draw any conclusion from that. Also several Members with Headquarters in South Wales have offices within Mid/North Wales from which they deliver services (e.g. Boys' and Girls' Clubs of Wales; British Red Cross; The Prince's Trust Wales; Urdd Gobaith Cymru) while several others have volunteer-led branches there (e.g. Duke of Edinburgh's Award Wales; Girlguiding Cymru; Scouts Cymru; Wales Young Farmers Clubs).

There was a perception from three of the Local Authority contacts that CWVYS is **stronger in the South** (or even more specifically the South East) but this was described by one as reflecting the fact that more voluntary organisations have their HQs there, one as 'fairly typical' of *all* services in Wales, while another said that CWVYS "need to see beyond the [Brecon] Beacons." One interviewee from the Executive said that CWVYS perhaps needs to be better at describing its reach across the country.

Around six years ago, the Welsh Government provided £20,000 funding p.a. for CWVYS to have four **Regional Co-ordinators**. Funding cuts mean that CWVYS now has a single sessional Regional Co-ordinator, not funded by the Welsh Government Grant, who co-ordinates meetings across four Regions (North Wales; Central South Wales; South East Wales; South West & Mid Wales). CWVYS aims to organise three such meetings a year per Region (their function and perceived value is described in section 4.2.1 on *Benefits Most Valued by CWVYS Members*) and CWVYS has combined Regions to reduce costs:

In 2015-16 there were 12 Regional Meetings (three per Region) with 106 attendees and 15 guest speakers.

In 2016-17 there were six Regional Meetings (fewer Regional meetings as a cost-saving measure) with 41 attendees and seven guest speakers.

The reduction in funding and reduction in Regional Meetings has reduced the presence of CWVYS on the ground across the country. Lack of resources limits how much CWVYS can provide face-to-face contact and networking opportunities across the country. The CEO also commented that there is no external funding for his own line management of the Regional Co-ordinator nor the logistics of organising those meetings (e.g. room hire, refreshments).

4.1.3 Processes for Identifying and Approaching New Members

CWVYS employs a **range of mechanisms for identifying and approaching** new members. There is some targeting of known organisations; some will come via word-of-mouth or personal recommendations; some will be opportunistic. Face-to-face contact, emails, letters, social media, attendance at events, invitations to regional meetings, following up on leads, and direct approaches all have a role to play. There are opportunities provided by CWVYS's attendance at events such as the National Youth Work Conference, Youth Work Week, and the Wales Council for Voluntary Action (WCVA) Annual Conference (the Evaluator did not explore with CWVYS whether they have stands at these types of events).

One Member interviewee commented that there does not appear to be a structured marketing/personal relations strategy to non-Members: it seems to be more ad hoc and opportunistic, with a high reliance

on personal contact. Another Member interviewee commented that they had not heard of CWWYS until the CEO approached them.

Interviews with the Local Authority representatives were interesting. Two of them felt that CWWYS had a strong presence in the local voluntary youth sector within their area; three thought it was very limited; two said there was no presence at all. Many of these also commented on the small size of their local voluntary youth sector. They all felt that they had a good, or reasonable, understanding of who their own voluntary organisations were but were not clear whether local networks had been tapped into by CWWYS.

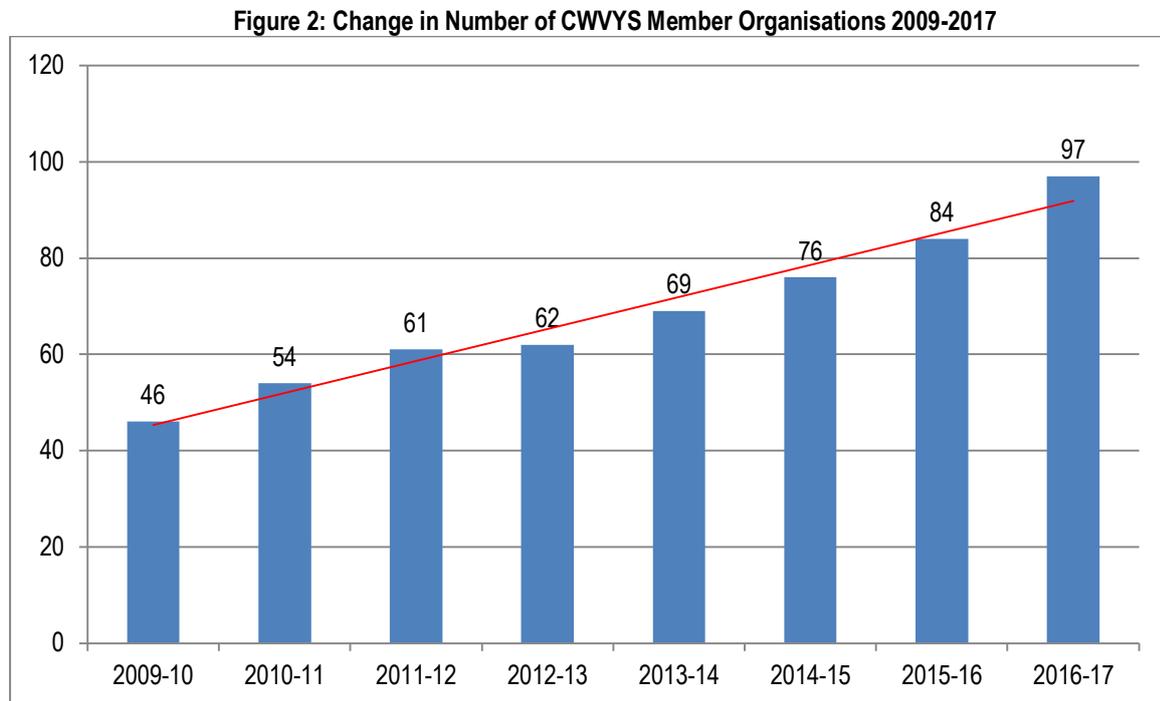
Three interviewees felt that CWWYS is limited in the extent to which it can recruit new members by its own capacity: "It is doing as well as it can with its current resources."

Comments were received during the Evaluation that the Welsh Government had provided CWWYS with a list of 139 potential members, thought to have come from the WCVA, of which CWWYS felt 63 were not eligible youth services providers, 19 had closed, 29 were already known and targeted by CWWYS, and the remaining 28 were described as "low level or forum providers." CWWYS also knew of another 51 potential recruits that were not on the WCVA list. This suggests to this Evaluator two things:

- CWWYS and Welsh Government should continue to share lists of potential recruits and through this develop a transparent and shared understanding of who are or are not eligible potential recruits.
- Should CWWYS be making more use of local networks – Local Authorities and Community Voluntary Councils (CVCs) as a mechanism to connect to local providers? (More is said on this in section 6 on Objective 3).

4.1.4 Growth

Figure 2 shows the growth in the number of CWVYS Member organisations between 2009 and 2017. The trend line shows that it has been a reasonably steady climb over that period.



The number of organisations are not the full story. Many National organisations that are Members have branches that are unable to join in their own right: it is more coherent and structured to continue to count these National organisations as single Members. National organisations may also be more likely to be Members, for historic reasons, meaning there may be less potential for new recruits among the Nationals.

CWVYS currently has a three-level categorisation of Members for membership fee purposes:

- National youth organisations;
- Regional youth organisations (working in up to six Local Authority areas);
- Community/voluntary youth organisations (working in one Local Authority area).

It is recommended that CWVYS should provide information on Members to the Welsh Government according to the above segmentation, thus increasing transparency about how representative CWVYS is of different types of organisations and the geographic spread. This would promote a more sophisticated understanding CWVYS Members and, coupled with the continued development of a shared database on potential targets, might also lead to more segmented marketing.

The table below gives an example for how this might look.

Table 2: How CWVYS Membership Might Be Represented

		# @ Start of Year	# New Members	# Leavers	# @ End of Year
NATIONAL					
REGIONAL Up to six Local Authority areas					
LOCAL One Local Authority area	Region 1				
	Region 2				
	Region 3				
	Region 4				

In the report of the Children, Young People and Education Committee of the National Assembly for Wales (*What type of youth service does Wales want? Report of the inquiry into Youth Work* (December 2016)) it was recorded that CWVYS reported that 30% of its members do not anticipate being able to continue to exist beyond the next financial year so the above would also enable this to be tracked.

4.1.5 Summary: Is CWVYS Representative?

Is CWVYS representative of voluntary organisations offering youth work provision across Wales? Members say that it is, in terms of the diversity of types and sizes of organisations represented and the geographic spread, and that CWVYS has improved in this regard. CWVYS has grown from 46 members in 2009-2010 to 97 in 2016-2017. Four of the eight Local Authority interviewees were, however, more dubious about the number of CWVYS Members in their area.

CWVYS is not currently funded by the Welsh Government to provide a Regional Co-ordinator and provides £5,000 separately to fund this but this had not prevented continued growth.

The view of the Evaluator is that CWVYS looks reasonably representative but there is scope:

- to build closer relationships with existing local networks to improve knowledge of potential members;
- to share datasets on existing and potential members with the Welsh Government to develop a shared understanding;
- to improve reporting on the numbers of Members through better segmenting (as shown in Table 1).

All of this would contribute to making the impact of this Objective more transparent, to the benefit of both the Welsh Government and CWVYS.

4.2 Effective Relations with Voluntary Organisations Offering Youth Work Provision

4.2.1 Benefits Most Valued by CWVYS Members

The maintenance of effective relations with its Members is something that many interviewees commented on.

Information came out strongly in this regard. Members (including Trustees) felt that they received very fast information “hot off the press” on issues such as policies, strategies and funding opportunities. Eleven of the sixteen interviewees who came from organisations that were Members of CWVYS commented that this was much quicker than anything they might receive from other sources (such as Local Authorities and the Welsh Government) and some of the smaller organisations said they would not get that information from anyone else. One person said that “it is an incredible amount of information that they get out” and that it is “at your fingertips.” Another added that “you trust the information.” Four interviewees commented on how tailored some of the information was e.g. “It’s very personal. They always think about us: look at things and think that would suit us.” The view clearly being expressed is that Members believe that only CWVYS can provide the level of quality information that they are currently receiving.

Direct Contact with the CEO, Regional Co-ordinator and Executive Assistant also featured very strongly, with seven interviewees from Member organisations specifically citing this as a benefit to them. Personal relationships with the CWVYS Officers, whether face-to-face, by email or by telephone were highly valued. The CWVYS CEO noted that “It’s not about the number of members: it’s about the quality of relationships.” This is not just about being approachable: it is also about knowledge, expertise and experience. As one interviewee put it: “If I talk to the Local Authority or CVC, they don’t instantly get what I’m talking about. CWVYS get it straight away. That’s massive: we haven’t got the time to mess about.” For several members, therefore, CWVYS Officers are an important port of call for advice and support.

The strongest response of all came for **sharing good practice and models of delivery**. This comes via the various meetings (Trustee meetings at National level; the Regional meetings; the Workforce Development Group; the AGM), through the sharing of information through newsletters or the CWVYS website, and networking in general. Most felt the Executive meetings were open, inclusive and better focussed than in the past, although one interviewee did wonder whether the mix of large Nationals and smaller Local organisations meant that both segments might have to listen to large parts of meetings that were of no relevance to them.

The value placed on these networking opportunities by those who attended them was high. The smaller organisations in particular said that it allowed them to see other opportunities and prevented them being isolated. Five of the interviewees commented on the impact of these meetings on their own personal development or the development of their staff, particularly smaller organisations that felt the larger organisations were supportive to them.

The **Regional Meetings** require some commentary. These occur three times a year with a standard agenda:

- an update from CWVYS on national developments;
- training opportunities;
- guest speakers;
- networking and sharing information.

Smaller Local/Regional organisations tend to attend, or less senior members of Nationals (where senior management attended the Executive Committee). However, representatives of several of the smaller organisations who were contacted said that they did not have the time to attend Regional Meetings and relied instead on direct contact via emails, telephone calls and the information that CWVYS sends out.

Would these meetings still happen if CWVYS no longer existed? Very possibly, given the perceived value of them. One interviewee commented that “CWVYS is the glue that sticks so many diverse organisations together” while another said that “CWVYS puts together the processes to enable them to happen.” On the other hand, does the drop in number of attendees from 106 in 2015-16 to 41 attendees in 2016-17 indicate that these meetings are “nice-to-haves” rather than essential or simply show what happens when opportunities are reduced because fewer meetings are held (12 meetings in 2015-16, average attendance 8.8; 6 meetings in 2016-17, average attendance 6.8).

Other benefits associated with being involved in **consultations on strategic and policy issues** and having their **voice heard** are covered in more depth under Objective 2.

Overall, the impression was of a **pick-and-mix** approach to Membership. Members do not all want to be involved to the same extent. All organisations valued the information received and the direct contact for advice and support; most organisations valued the opportunity to be involved in consultations; but some organisations did not have the time/capacity/inclination to be involved in the various networking meetings, even if those who are involved value them highly. This lack of time/capacity may also explain why some organisations that Mark Brierley approached for interview did not respond to the invitation.

4.2.2 Effective Relations with Non-Member Voluntary Organisations Offering Youth Work Services

Having effective relations with *non-Member* voluntary youth sector organisations depends on mutual awareness of each other and a willingness of both parties to interact. Clearly that relationship will be of a much lesser degree than relations with Members.

Comment has been made on the first of these issues in section 4.3.1 on *Processes for Identifying and Approaching New Members*. With regards to willingness, it has already been noted that Members have a pick-and-mix approach to the potential benefits of membership and the same would be true of potential new members. Organisations with an income of less than £1,000 p.a. are able to have free membership for their first year as an incentive.

There is certainly a desire on the part of CWVYS to engage with non-Members whether informally (for example, conferences, by occasional invitations to Regional meetings) or more formally through direct approaches. For 2017-18, CWVYS and the Welsh Government have agreed targets around attendance at events, use of social media, and that CWVYS will hold ten meetings with potential members and have 20 contacts with potential members.

Should CWVYS try to extend its reach to non-Members by sending out for free its newsletters and updates on strategy/policy developments to anyone who wants to register for that service? Member benefits would be retained for all other functions but the Welsh Government might wish to consider whether this would add value and impact to what it is paying CWVYS to do?

4.2.3 Summary: Does CWVYS have Effective Relationships with Voluntary Organisations Offering Youth Work Provision?

From its Members' perspective, CWVYS does have effective relations with them. Members choose the extent of a relationship that they require. I am led to understand that CWVYS has good retention rates for Members although this needs to be evidenced routinely the table on tracking member numbers shown in section 4.1.4 on *Growth* would transparently reflect that. Where CWVYS loses Members who have folded, that too would be reflected.

With regards to non-Members, as the Welsh Government is the majority funder of CWVYS, the Welsh Government should consider whether the value and impact of CWVYS be improved if non-Members were able to register for free for some services, such as some of the emails and newsletters that CWVYS sends out. On the other hand, it might lead some current Members to step down to the registered status, reducing CWVYS's income from other sources.

5 OBJECTIVE 2: SUPPORT VOLUNTARY ORGANISATIONS OFFERING YOUTH WORK TO ENGAGE IN A MORE STRATEGIC WAY, ENABLING THEM TO HAVE THEIR VOICE HEARD IN POLICY DECISIONS

The two key phrases that were focussed on to evaluate this Objective were **engage in a more strategic way** and **voice heard**.

5.1 National Voice

CWVYS does not need every potential member to actually be a Member in order to provide an authentic voice that represents the views of the sector. This derives from having the experience and expertise within CWVYS structures to achieve this: the Officers, the Trustees, the Vice Presidents group, mechanisms to collect the views of all Member organisations, diversity in Membership to enable a wide range of views to be taken into account and the ability to find common ground.

CWVYS is seen as presenting a national voice for the sector around a range of strategic and policy issues, and even an international perspective through involvement in bodies such as the Five Nations Group and EU groups. There is also significant experience within CWVYS (Officers and Members) of presenting to high level committees and inquiries. Seven interviewees with long-term involvement in CWVYS said that CWVYS has “sharpened up” in this regard, particularly over the last two years, and now has a much stronger strategic profile. One said that CWVYS displays an “overwhelming desire to make sure the Voluntary Sector is not forgotten about.” Examples were given of involvement in such things as the Youth Work Reference Group, the registration of Youth Workers, the Youth Engagement and Progression Framework and the Youth Work Inquiry. One said that progress had been made but they would like to see this role delivered even more strongly.

Two questions raised by Local Authority interviewees provide a counter-point to explore this. One wondered whether CWVYS was representing the views of its Members or was being driven by its strategic leads. Another said “I don’t know how much it is representing the larger organisations rather than the small guys: that is my question.”

5.2 CWVYS Consultation Processes

One of the key benefits identified by Members is the provision by CWVYS of good quality and timely information on policy and strategy developments. This begins by having **good contacts with other bodies to develop awareness of the overall context of developments and the specific opportunities** for the voluntary youth sector – not just the Youth Engagement section of the Welsh Government, but also by being a member of other bodies such as the Youth Work Reference Group or Third Sector Partnership Council meetings. CWVYS appears to have a good presence on such bodies.

Examples were given of the Youth Work Inquiry where it was said that the CEO “worked hard” to get Members views and circulated documents in advance for comments before submitting. The Regional Meetings were also felt to be a useful forum for getting Member views.

Interviewees from **smaller organisations definitely felt that the processes employed to seek their views enables them to have their voice heard**. One said “If it wasn’t for CWVYS I wouldn’t have been included in the Youth Work Inquiry.” Another: “When we respond to consultations we feel

involved. Whether big or small, we all feel the same about voluntary service and the voice of young people. We want one voice.” And another: “It’s given us a voice. We are in the same room as larger organisations. We give views to CWVYS and let them pull it together.” A representative from a national voluntary said: “Smaller organisations would probably find it harder to link to the Welsh Government or think strategically on their own.”

While some larger **National organisations** said that they might make their own individual submissions on some policy/strategy issues, they **nevertheless felt a value in being part of the collective voice**. The representative of one commented: “I don’t always directly contribute because of time but I know I can send CWVYS some bullet points and see them reflected.” Time was a factor for three interviewees: “Many organisations don’t have the time to make their own submissions.”

Three interviewees also said that they themselves had been invited by CWVYS to go along to meetings as **CWVYS representatives**, particularly on topics where they had expertise.

There was one dissenting voice amongst CWVYS Members who wondered: “Can CWVYS say this is the view of all our Nationals and local structures and give the CEO and Chair our full backing?”

5.3 Could/Should the Welsh Government Undertake its Own Consultations without CWVYS?

Could the Welsh Government undertake its own consultations without CWVYS? And should it?

The Evaluator was provided by the Welsh Government with a list of voluntary youth service organisations that the Welsh Government was aware of; a list of those who attended consultation workshops on the National Outcomes Framework in 2016; and was able to access the list of CWVYS Members. The table below shows that:

- 22/28 of the organisations involved were CWVYS Members (13+9);
- 36/44 of the individuals involved came from CWVYS Member organisations (20+16).

Table 3: National Outcomes Framework Consultees

	# Organisations	# Individuals
WG List + CWVYS Members	13	20
CWVYS Members Only	9	16
Non-Members of CWVYS	6	8

This may illustrate one (or several) of the following points:

1. CWVYS is good at publicising events and encouraging Member organisations to attend, having created both a desire and confidence in people to participate, meaning that CWVYS plays an important role in ensuring that these events are successful.
2. Organisations with the time, resources and inclination to be members of CWVYS have the time, resources and inclination to participate in consultations, with or without CWVYS.
3. Very few organisations outside CWVYS have the time, resources or inclination to participate in consultations (or be full members of CWVYS).

So the answer to the question **Could** the Welsh Government undertake its own consultations without

CWVYS is “**maybe**” but it may well be that the effectiveness of CWVYS’s networks in promoting these events has been important to this.

With regards to whether the Welsh Government **should** undertake its own consultations without CWVYS, it was very clear from the feedback from the interviews with CWVYS Members that they **value highly their collective voice as a sector**. They are already able to make individual submissions but they have a preference for the unity and strength their collective voice provides. For some of the larger National organisations, this is not an “either/or” scenario: if they wish to make their own individual submission on a topic where they feel they have particular expertise, they will, but they would still want CWVYS to make a submission alongside this to represent the sector. This also means that, while CWVYS aims to find the common ground for the voice of the sector, it does not stifle more specialist opinions from being offered directly by Member organisations.

What **CWVYS may need to do is to explain better the consultation processes that it undertakes to create that collect voice** and ensure that there can be no doubt that there is a unity behind them. Again, as in other parts of this report, the emphasis is on transparency.

5.4 Summary: Does CWVYS Support Voluntary Organisations Offering Youth Work to Engage in a More Strategic Way and Have their Voice Heard

I believe that CWVYS achieves this Objective for its Members:

- The collective National voice is highly valued by Members.
- Members feel that the consultation processes employed by CWVYS enable them to contribute. It is not just about being consulted: it is about the confidence, unity and “safety in numbers” that the collective voice provides.
- Smaller organisations feel that they might not be heard if not incorporated into the collective voice.
- Individual organisations may still make their own submissions where they feel they have particular expertise but nevertheless want CWVYS to provide a voice for the Sector alongside their submissions.
- Where the Welsh Government has undertaken consultations, it may well be that CWVYS Members are more likely to have participated.
- CWVYS needs to be sharper at describing the processes by which it achieves that National collective voice.

6 OBJECTIVE 3: SUPPORT VOLUNTARY ORGANISATIONS OFFERING YOUTH WORK PROVISION TO WORK MORE EFFECTIVELY WITH LOCAL AUTHORITIES

The key phrase focussed on to evaluate this Objective was **work more effectively with Local Authorities**.

6.1 National Strategic Co-ordination

At National level, **CWVYS's CEO and Chair liaise with the Chair of the Principal Youth Officers Group (PYOG) and the Welsh Local Government Association (WLGA)**. Until two years ago (and prior to the Youth Work Reference Group upon which all are represented) there was a more formal mechanism for this which produced *Youth Work in Wales: Principles and Purposes* (2013).

There were some positive views of current liaison at this strategic level: “reasonably regular meetings”, “good relationships”, “consistent messages”, “try to align agendas”, “usually mutually agreeable”; but also more hesitant comments “semi-regular meetings”, “hasn't really developed”, “not found the right way to work”, “we both need to work a little harder.”

There was some support from a number of CWVYS Members for a **new formal national model for strategic co-ordination** involving CWVYS, Local Authorities and the Welsh Government, that might set a shared vision and objectives for Youth Work. The Minister for Lifelong Learning and the Welsh Language made the following statement in the Senedd on April 4th 2017:

“Recognising the need for clear strategic leadership, I am establishing an independently chaired national youth support service board. We know that support for young people is likely to be most effective when it is part of a wider network. This is why I want this board to focus on the spectrum of youth support services, and not just Youth Work. The board's role will be to provide constructive challenge and scrutiny of the Welsh Government's policies and proposals for youth support services. Through consultation and collaboration with the statutory and voluntary sector, I want the board to advise on the review of 'Extending Entitlement' and the implementation of the recommendations from the Children, Young People and Education Committee inquiry into Youth Work.”

As the **proposed national youth support service board** may address this no more comment is made on it within this report.

6.2 Impact with Individual Local Authorities

There were certainly examples given by interviewees of CWVYS acting as a **'broker'** to assist in linking Local Authorities to individual voluntary youth service organisations. For at least three Member organisations, CWVYS had been vital in helping them expand into other Local Authority areas and build long-term working relationships. Cardiff in particular was cited as a Local Authority where CWVYS was able to help both the sector and the Local Authority in redefining its approach to youth work provision.

Overall, however, this is **patchy**. CWVYS's CEO said that, while he approached all Objectives equally,

this was an area of “shifting sands”, making it “difficult to get a handle on”, particularly when this broker role is dependent on building good personal relationships. This came out in the interviews with Members also where they talked about:

- **All Local Authorities being different:** five interviewees said that some Local Authorities work better with the voluntary youth sector than others; four said that the Local Authorities that they had in mind “don’t value” or “look down” on the voluntary sector; and a couple hinted at a fraught past history between themselves and their Local Authority. One interviewee went as far as to say that “Local Authorities are not honouring their level of commitment to the Voluntary Sector.”
- Many interviewees recognised that **youth work within Local Authorities has changed:** six interviewees said that youth work had been affected disproportionately by the impact of cuts, particularly given the fact that the Revenue Support Grant given to Local Authorities for youth work is not ring-fenced, and were sympathetic with the pressure placed on the statutory sector; there are fewer designated Principal Youth Officers (PYOs) now than in the past; many officers who are responsible for youth work hold several briefs (described by one interviewee as “not necessarily a bad thing” but also that this meant that many did not have a youth work background); many Local Authorities are focussing on more targeted provision rather than universal access offers; and the impact of all of this was that PYOs might focus on their own in-house provision and sometimes lack time/capacity to liaise more effectively with their voluntary sector. One interviewee said that the principal barrier to working more effectively with Local Authorities “is financial”; another said that their perception was that “the role of the Principal Youth Officer has been downgraded.”

The above represent two forms of barriers to building closer working relationships: the first is behavioural/attitudinal, where a Local Authority is perceived to not value the voluntary youth sector (and it must be stressed that this does not mean *all* Local Authorities); and the second is systemic, linked to difficulties in systems and processes and capacity.

However, some Member interviewees **did not see a need for assistance from CWVYS** in building and maintaining effective working relationships with Local Authorities. One representative of a National organisation said: “I wouldn’t go to CWVYS to engage with Local Authorities: I would do that directly myself. I see CWVYS’s role more as a consultation role at national level with Local Authorities” and a smaller organisation said: “I haven’t thought of CWVYS like that [i.e. supporting them with Local Authorities]. We have a good relationship with our Local Authority.”

The **Local Authority representatives** who were interviewed similarly felt that they had reasonable understanding and reasonable relationships with their local voluntary youth service providers. They did not see a need for CWVYS to act as a broker in this. This may be a reason why they do not often take up invitations from CWVYS to attend CWVYS Regional Meetings. One was so unsure of CWVYS’s role locally that they thought that one of CWVYS’s functions might be to distribute voluntary youth sector funding. CWVYS needs to ensure that Local Authorities are clear about the role that it plays.

6.3 Local Strategic Planning and Co-ordination Mechanisms

Five Member interviewees and three Local Authority interviewees commented on **Children and Young People's Partnerships/Young People's Partnerships (CYPPs)**. Some noted that *Extending Entitlement: Supporting Young People in Wales* (2000) made it a requirement for CWVYS to be represented on each of these but, in line with comments on relationships with Local Authorities in general, they said that the involvement and attitude to the voluntary youth sector under the CYPPs had been variable: one person said that "Local Authorities still did their own thing", and one that "they [CYPPs] were empowering at first until they changed when Families First was introduced."

The introduction of **Single Integrated Plans** (2012) and **Public Services Boards** (under *The Well-being of Future Generations (Wales) Act 2015*) meant that the planning and interagency strategic co-ordination mechanisms for Local Authorities and their partners changed.

- Two of the Local Authority interviewees said that they had maintained co-ordination mechanisms similar to the CYPPs and/or had Youth Participation Officers whose role included a maintenance of relationships with the voluntary youth sector.
- Three of the Local Authority interviewees were more focussed on their local Public Services Boards, with the local CVC being the voluntary sector representative. It was acknowledged, however, that Public Services Boards often had a thematic focus (e.g. on health) rather than focussing on young people.

It is noteworthy **how little the Public Services Boards were mentioned by CWVYS Members** during the Evaluation. This does not mean that they were unaware of these developments but it does suggest that Public Services Boards are not prominent in thinking.

It is interesting that the one CVC representative who was spoken to, who was also the voluntary sector representative on the local Public Service Board, would very much welcome a strong relationship with CWVYS, seeing this as having "huge potential." Their past contact with CWVYS meant that they understood and valued CWVYS's expertise and focus on young people and youth work issues. They felt that a stronger relationship would be mutually beneficial: the CVC has local knowledge and access to local networks while CWVYS has the specialist knowledge. CWVYS already has links to the WCVA and each sees the other as having a complementary role to play.

It is also important to note that CWVYS has more recently been building relationships with **Police and Crime Commissioners (PCCs)**, with, I understand, a bridge already built to the PCC for South Wales Police and leads being followed up with Gwent PCC and Dyfed/Powys PCC, meaning that three of the four are being progressed currently. The potential and benefits that might arise from building networks with PCCs is in its infancy.

6.4 Summary: Has CWVYS had an Impact in Supporting Voluntary Organisations Offering Youth Work Provision to Work More Effectively with Local Authorities?

The impact of CWVYS in supporting voluntary organisations offering youth work provision to work more effectively with Local Authorities is patchy.

There is some degree of liaison/co-ordination at national level which is not as robust as it might be (or as CWVYS want it to be) but this might be addressed by the new national youth support service board.

There is evidence of CWVYS playing an effective broker role between some Members and some Local Authorities, but overall this is not strong because: some Local Authorities are less receptive; there are systemic issues that Local Authorities themselves are facing that make it harder for them to interact; and some Members and many Local Authorities do not see requirement for CWVYS to be involved in this (e.g. where local statutory/voluntary contacts are already strong)..

There may be scope for CWVYS to build stronger working relationships with local voluntary sector representatives on Public Services Boards. This link into local networks might both help sharpen the identification of potential new Members and assist in strengthening CWVYS's presence in Local Authority areas where it is currently peripheral to thinking, as well as adding to CWVYS's local intelligence. As this did not come up through the interview process, it is not possible to know how much CWVYS has already been attempting this.

The Objective also might be better if it was re-written to move away from "Local Authorities" alone and encompass other local co-ordination mechanisms, particularly Public Services Boards and Police and Crime Commissioners.

7 OBJECTIVE 4: SUPPORT VOLUNTARY ORGANISATIONS TO DEMONSTRATE THE IMPACT OF THEIR YOUTH WORK INTERVENTIONS

The key phrase focussed on to evaluate this Objective was **demonstrate the impact**.

7.1 Defining “Impact”

Focus on “impact” and “outcomes”, rather than “inputs” and “outputs” poses a **particular problem for youth work** (both statutory and voluntary sectors). Whereas for Education, for example, there are hard indicators such as exam results, for youth work there are many more ‘soft’ indicators that are more difficult to define, particularly for universal open access provision. The Five Pillars of Youth Work in Wales (*Youth Work in Wales: Principles and Purposes*, 2013) are: Educative, Expressive, Participative, Inclusive, and Empowering, most of which are not open to obvious hard indicators. It is also problematic to ask “customers” of the service for their views if they are not paying for it: people generally tend to be more positive about a service that they receive for free.

Seven interviewees described the demonstration of impact as a “tricky” topic. One even commented that “impact and outcomes are a stick to beat people with” while also saying that “CWVYS have no choice but to establish a narrative” and commented that there was a paradox that while some methods (such as attributing a monetary savings value to the impact of youth work) were “methodologically spurious”, then “so be it, use it for now.” One person commented that an outcomes focus was “not necessarily a bad thing but it can be a tick box exercise” while a couple noted that the longitudinal impact was the most important but it was difficult to measure. One said “We know youth work saves lives” and another “We know that **good inputs lead to good outcomes**, even if we don’t know when.”

None of this means that impact and outcomes are not important: they are but, this sets a context for the Objective.

7.2 Role of the Workforce Development Group

CWVYS has a **Workforce Development Group** that has been in existence since 2002 and is a sub-group of the Executive Committee. It meets three times a year. It comprises a mix of practitioners and managers from different types of organisations. The Chair of the Workforce Development Group’s Report 2015-2016 (July 2016) in the *CWVYS Annual Report 2016* noted that items discussed during that year included:

- Presentations from CWVYS Member organisations;
- Updates on training provided and the free training provided via the partnership with the WEA YMCA Community College Cymru;
- Information on Erasmus+ funding, SALTO-Youth programmes and additional training opportunities through Erasmus+;
- Discussions around changes to the registration of child care in Wales (CSSIW) and the possible implications for youth work organisations;
- Presentations and discussions around the registration of Youth Workers through the Education Workforce Council.

Examples of other work includes the design and delivery of the CWVYS Quality Mark, contribution to

the development of that National Youth Work Quality Mark, and representation on the Education and Training Standards Committee Wales.

Much of the above focus therefore follows the “good inputs leads to good outcomes” thinking.

Three interviewees said that they had accessed free training courses via CWVYS’s agreement with **Adult Learning Wales (WEA YMCA Community College Cymru)**, with one of the Nationals saying that they put 100 leaders, volunteers and young people through the College every year, saying that this had a value of 25-30k to them. The Evaluator asked CWVYS if there were available figures on the number of people from Member organisations who had accessed this training: CWVYS approached the College for this but at the time of writing had not received the data. I understand that Local Authority Youth Services can also access free training from Adult Learning Wales. It may be useful for the Welsh Government to know more about: the profile of people who benefit from this training; whether they are from the statutory or voluntary sector; and, if from the voluntary sector, how many are from CWVYS Member organisations and how many from non-members of CWVYS.

7.3 Quality Mark

From April 2013 to March 2015, the **CWVYS Quality Mark in Workforce Development** was developed, with five CWVYS organisations achieving this (ASH Wales; Cwmbran Centre for Young People; Dyfed and Glamorgan Reserve Forces & Cadets Association; Ethnic Youth Support Team; Girlguiding Cymru).

In 2015, the Welsh Government introduced the **Quality Mark for Youth Work in Wales**². This has three levels (Bronze, Silver, Gold), with four quality standards within each level. The introduction to the Quality Mark stated that it:

“...has been developed with input from a wide range of representatives from voluntary and statutory organisations that support or directly deliver youth work. It draws on the English National Youth Agency’s (NYA) Quality Mark for young people’s services, and builds on the quality marks developed by the Council for Wales Voluntary Youth Services (CWVYS) and Education and Training Standards Wales (ETS) to ensure that it fits with the context of youth work in Wales and can be used by a wide range of organisations.

CWVYS developed and implemented a Quality Mark for Workforce Development which voluntary organisations are using to highlight the quality of their arrangements for professional development. The Quality Mark for Youth Work in Wales aims to complement the CWVYS Workforce Development Quality Mark, and acknowledges the considerable amount of time and effort required to develop a portfolio of evidence and achieve the CWVYS Quality Mark. Therefore, any organisation that has successfully undertaken the CWVYS Quality Mark (in the past three years), will be assessed as having achieved a ‘good practice’ grade for the Workforce Development standard in the Quality Mark for Youth Work in Wales, Silver Level.”

CWVYS’s website carries information on its own Quality Mark plus a link to the *Quality Mark for Youth Work in Wales* while also stating that “the CWVYS Quality Mark is no longer available.” Several CWVYS Members have been involved in the roll-out of the *Quality Mark for Youth Work in Wales*,

² Welsh Government (2015). *The Quality Mark for Youth Work in Wales: Introduction and Guidance*

which began in 2016, with Cwmbrian Centre for Young People being the first to have achieved the Silver Quality Mark. Attainment of the Quality Mark would support the “good inputs leads to good outcomes” approach. Overall, there have been few applicants to be assessed for the Quality Mark so far (but it is still in its early days).

7.4 Development of a National Outcomes Framework for Youth Work

The history of the development of a **National Outcomes Framework (NOF)** has in itself reflected the difficulty of defining ‘impact’. One interviewee mentioned a previous initiative, which I understand was linked to *Extending Entitlement: Supporting Young People in Wales* (2000), called *Demonstrating Success*, which was followed by attempts to develop a National Outcomes Framework, linked to the *Charter for Youth Work* (March 2016). The inquiry into Youth Work by the Children, Young People and Education Committee of the National Assembly for Wales in the second half of 2016 then took precedence (*Children, Young People and Education Committee What type of youth service does Wales want? Report of the inquiry into Youth Work* (December 2016)). Four interviewees were not clear about what happened to the NOF development. It may be that the finalisation of a National Outcomes Framework is completed under the refresh of Extending Entitlement that the national youth support services board will be asked to advise on, but this is not clear at present. The above narrative seeks to illustrate further the difficulty for CWVYS of having an impact on this Objective. CWVYS members were certainly involved in consultation exercises organised by the Welsh Government around the National Outcomes Framework (see section 5.3). If the NOF is completed and fully launched in the future, it may be possible to evaluate how CWVYS has used it to support achievement of the Objective.

7.5 Supporting Individual Voluntary Organisations to Demonstrate Impact

CWVYS sees its role as **educative** in terms of helping Members to demonstrate impact rather than promoting any single approach:

- there are numerous tools already in existence;
- many Members already have their own preferred and/or well developed approaches;
- very often (for smaller organisations in particular) impact and outcomes are set by funders and the organisation has to conform to those requirements;
- some larger organisations, with more independence in funding, have more independence also in how they approach outcomes and impact;
- many Members talked about the value of sharing good practice and case studies that CWVYS networking opportunities provided (the Executive Meeting and the Regional Meetings; the AGM and Workforce Development Group; CWVYS Newsletters; use of social media).

One small organisation said that they had brought a consultant in to assist with demonstrating impact and another commented that, as they had a marketing background, they felt confident in the tools they might use to demonstrate impact.

The demonstration of impact should have two purposes:

- Impact on the lives of young people is the fundamental reason for providing a service. **Tools that help to show young people the journey that they have made** may have immense value in the right context, both in terms of hard indicators such as accredited awards and soft indicators. They are not applicable or useful in every context. These are tools that are used with young people and are seen to be of value by the young people themselves.
- Often, however, the core reason to be able to demonstrate impact is **to persuade funders of the value of the service** being provided. This is not just about numbers; it is about marketing. There appears to have been an emphasis on case studies and sharing of best practice to address this.

CWVYS's website provides some tips for good measurement of outcomes:

Identify your goal The goal/target must be clear, understood, realistic but ambitious, defined and succinct. It may have been identified by you or defined by the funder/commissioner.

What needs to happen for this to be achieved? Think of the last change that needs to happen before reaching the ultimate goal –what are the most immediate preconditions?

Aligning activities with outcomes. What do you do/need to do to achieve the outcomes set out? Which of your activities develop these capabilities?

What else is needed? Does this approach make sense? What are you assuming is in place? Is there anything that you are taking for granted? What other complementary activities do you offer?

What do we want to measure? What outcomes should be measured? They must be measurable (by you), defined, controllable and unique to your work. Measure the change you make.

The website also states that: "If you would like to know more please see the list of resources below or contact CWVYS. We are also able to provide a workshop tailored to your organisation, its projects and plans." [No mention was made of any workshops during the Evaluation process so it is not possible to know whether these have been occurring].

The resources noted are:

- CWVYS's own document "Towards an outcomes and impact approach for the youth sector in Wales" (2013).
- www.youngfoundation.org - Framework of outcomes for young people, Matrix of Tools, evidence base.
- www.tsrc.ac.uk – A searchable library of published research and project materials.

Given that key drivers for measuring impact and outcomes appear to be: (a) the techniques that organisations (particularly larger organisations) already have in place; or (b) the requirements of funders, what should CWVYS's role be? The focus at the moment appears is on promoting case studies and sharing information on good practice. The Welsh Government may wish to explore with CWVYS whether CWVYS should:

- perform a more active role in developing a 'knowledge base' of techniques and tools that might be accessible by the whole sector (not just Members) and, indeed, across youth work as a

whole or is its role to provide links to other organisations that are doing this;

- have a role and targets for promoting the national *Quality Mark for Youth Work in Wales*.

In addition, comment has also previously been made about opportunities for CWVYS to strengthen its links to CVCs and the sharing of good practice is another area in which CWVYS and CVCs might usefully work together.

7.6 Summary: Support Voluntary Organisations to Demonstrate the Impact of their Youth Work Interventions

CWVYS has promoted the “good inputs lead to good outcomes” approach through its Workforce Development Group and through the opportunities it provides to share good practice, particularly in the form of case studies within CWVYS newsletters and its various networking meetings. CWVYS should annually report on the number of individuals from Member organisations who have benefited from the free training provided via Adult Learning Wales: these figures were not available in time for inclusion in this Evaluation. The Welsh Government may wish to know more about the profile of individuals who benefit from training from Adult Learning Wales: how many are from the statutory sector, how many from the voluntary, and how many of the voluntary sector individuals are (or are not) from CWVYS Members.

As already stated, demonstrating the impact of youth work is not a simple area. The absence of a finalised National Outcomes Framework limits the ability of CWVYS to support the voluntary youth sector as fully as it might and therefore limits the extent to which CWVYS might be evaluated against this Objective. CWVYS needs to have a clearly defined role in relation to the NOF if it is finalised in the future, for the sector as a whole not just CWVYS Members.

Has CWVYS supported voluntary organisations to demonstrate the impact of their youth work interventions? The role of CWVYS is limited by the fact that many organisations already have favoured techniques and tools in place or are governed in what they do by the requirements of funders. CWVYS’s educative role appears to focus on promoting case studies and sharing information on good practice. The Welsh Government may wish to explore with CWVYS whether CWVYS should:

- perform a more active role in developing a ‘knowledge base’ of techniques and tools that might be accessible by the whole sector (not just Members) and, indeed, across youth work as a whole or is its role to provide links to other organisations that are doing this;
- have a role and targets for promoting the national *Quality Mark for Youth Work in Wales*.

In addition, comment has also previously been made about opportunities for CWVYS to strengthen its links to CVCs and the sharing of good practice is another area in which CWVYS and CVCs might usefully work together.

8 OBJECTIVE 5: TO INVESTIGATE AND DEVELOP INTO A SUSTAINABLE ORGANISATION

For 2016-17 CWVYS and the Welsh Government agreed a fifth Objective for CWVYS: To investigate and develop into a sustainable organisation. Given this is a newer Objective than the others, the key phrases focussed on to evaluate this Objective were **investigate and develop**.

8.1 Investigate and Develop

This is a different form of Objective to Objectives 1-4. The other four focus on the role that CWVYS performs for the voluntary youth sector as a whole whereas Objective 5 is about its own funding.

During 2016-17, CWVYS undertook a Trustees Away Day focussed on sustainability and also commissioned external support on it from Susanne Rauprich and Mark Bandalli. An Action Plan was produced, covering such topics as: governance; vision and function; viability; service profile; membership; legal form; and charitable status. Targets for 2017-2018 agreed with the Welsh Government are focussed on implementing the Action Plan.

Three of the Member representatives interviewed acknowledged that there is “no divine right” for CWVYS to continue to receive funding. Two interviewees however commented that it is difficult for representative or umbrella organisations to find sources of funding because the impact of umbrella/representative organisations is harder for funders to understand compared to front-line providers. CWVYS has also had a long-standing commitment to not compete with its *Members* for funding (no mention of competing against the non-Members though). Also some of the larger funders are themselves under pressure and may take a negative view of providing funding to plug gaps left by the withdrawal of funding by Government. While CWVYS is increasing membership fees and aiming to increase the proportion of its income that comes from Members, it was recognised that Members are themselves under financial pressure and one Local Authority interviewee commented that having to look for extra income from Members “gives the message that the Welsh Government does not value them.”

Many of the interviewees said that they did not feel able to express an opinion on whether the **Welsh Government gets value for money from the £105,000 it provides to CWVYS**. Around a third however said that they felt that CWVYS is “providing a very good job on their resources”, with three using the specific expression that CWVYS provides “a lot of bang for the buck.” Staffing was felt to be as tight as it could be.

One person said bluntly: “If there was no Grant and no other funding, it is very difficult to see how CWVYS would survive, even if members upped membership fees” although the same person later in the interview said that “CWVYS would continue but not in the same form.”

8.2 Summary: To Investigate and Develop into a Sustainable Organisation

This Objective was first set for 2016-2017. CWVYS has made progress on this Objective by developing an Action Plan. This addresses the “investigate” element of the Objective.

9 WHAT WOULD BE MISSED IF CWVYS WAS NO LONGER THERE?

It is a matter of public knowledge that in October 2016 CWVYS was informed by the Welsh Government that its Grant would come to an end on March 31st 2017 and that this decision was reversed for 2017-18. This sequence of events meant that the Evaluator could ask interviewees: *What would be missed if CWVYS was not there?*

9.1 In What Ways Would CWVYS be Missed?

Many interviewees expressed **dismay at the idea that CWVYS might not exist to support them:**

“I know that the Welsh Government is going through a rough time but I would hate to see them [CWVYS] disappear: it would be like losing your left arm.”

“CWVYS is crucial to the voluntary youth service in Wales. There are always ways to do things better but that is a different question.”

“CWVYS is massively important.”

“There would be a riot if CWVYS was not there anymore.”

“It would be a disaster if CWVYS went.”

A couple of interviewees made specific reference to the end of representative structures in England such as NCVYS (National Council for Voluntary Youth Services) and felt that this had been a major mistake.

It is important first of all to say that there was a strong opinion from interviewees (not just from CWVYS Members) that CWVYS is **unique and specialist** in its knowledge and in its position as a representative body for the voluntary youth sector in Wales. The Evaluator asked interviewees if they were members of other umbrella organisations and, if so, how those other organisations differed from CWVYS. Many Members of CWVYS were also members of the WCVA or their local CVC and said that those organisations are more generalist, lacking that focus on youth work. The WCVA interviewee said herself that she very much relied on CWVYS for intelligence on what was happening in the youth work field. There were perceived to be clear differences with other organisations that had members too such as Children in Wales, Youth Cymru, Boys’ and Girls’ Clubs Cymru or Urdd Gobaith Cymru.

The strongest opinion of all was that if CWVYS was not there the **voluntary youth sector would lose its National voice**. Almost every Member of CWVYS that was interviewed made this point. One person said “I can’t think of a better way to get a national voice” and another that “CWVYS Members want a relationship with the Centre and struggle to see how this would happen without CWVYS.” One said that with no CWVYS it would “lead to an erosion of the Third Sector.” Another: “I want CWVYS to focus on things no other organisation can do: it’s representative role and opportunities for local and national networking.”

Around half of Members interviewed also felt that **smaller organisations would not be heard**. This shows how much confidence they currently have in how CWVYS takes the views of small organisations into account in developing a collective voice.

Around a quarter of Members interviewed also felt that if CWVYS was no longer there, the **Welsh Government would miss the collective voice that CWVYS provides** on the basis that the Welsh Government would then have to consult with multiple individual organisations and collate that feedback itself. One said: “Government will very quickly find that if CWVYS is not resourced they would have to look for another mechanism to collect the views of the voluntary sector” and another that “it [Welsh Government] probably would not miss it [CWVYS] day-to-day until a review comes along; then it would be noticed.”

Around two-thirds of Members interviewed also felt that their own organisation would **become isolated**. This was a particular concern of smaller organisations. They would not have the capacity to be as aware of new policies and strategies or funding opportunities; opportunities for sharing best practice would be reduced through the loss of the newsletters, emails, social media and networking meetings; there would be no one that they could ring up for advice; organisations that had grown from a single Local Authority area to work across multiple Local Authority areas felt that CWVYS had been critical in helping identify these opportunities; a couple (a surprisingly low number) mentioned the loss of free training opportunities that were provided via the partnership with Adult Learning Wales. One commented: “It would kill aspirations because you would not know what you could do; you would be isolated.”

Around half of the Members interviewed also felt that the end of CWVYS would send a negative signal about that **value that the Welsh Government places on the voluntary youth sector:**

“Querying the funding speaks volumes about how the Welsh Government think and don’t value the voluntary youth sector.”

“It’s about valuing the contribution the voluntary youth sector makes to young people and communities.”

“The Welsh Government has to make a decision about the value they place on the Third Sector in Wales, across all organisations and different sectors.”

“The Welsh Government needs to value the sector more. It feels like a tick box. They should be coming to us to see how we can deliver what they want to achieve.”

“Either say we won’t fund it or fund it properly. Does the Welsh Government want a coherent voice for the sector?”

“Put up or shut up. If you think it is an important resource, fund it.”

Four of the interviewees felt that the Welsh Government should be doing more to raise the profile of the voluntary youth sector in Wales.

Six of the seven **Local Authority representatives** interviewed also expressed a view. Three were supportive of CWVYS:

“The Grant should continue. I would be sad to see CWVYS go.”

“There needs to be an organisation to lobby on behalf of the voluntary youth sector, even if it gives the Welsh Government messages it does not want to hear.”

“I can’t comment on the Grant but there is a place for CWVYS. They aren’t doing a bad job: we just don’t have many local organisations for them to link to.”

Two however said that they did not think anything would be missed locally because of the perceived low presence of CWVYS in their area. “If I was a local voluntary youth sector organisation, I would say it’s not value for money. It is difficult for one organisation to represent so many facets.”

The final Local Authority representative said that, although they valued a multi-sector approach to service provision, “Is it really essential or is it nice to have?”

9.2 Summary: Impact if CWVYS No Longer Existed

There is no doubt with this Evaluator that the views expressed about what would be missed if CWVYS no longer existed were very strongly felt. Interviewees (not just Members of CWVYS) said that the National voice of the sector would be lost; smaller organisations felt that they would no longer be heard; there was a fear that it would lead to isolation, with an information deficit around knowledge of policies, strategies and funding opportunities, plus reduced networking and sharing of good practice. CWVYS was felt to be unique in its role because of its specialist knowledge and expertise.

So CWVYS is highly valued. Does that mean that it should be funded by the Welsh Government? While CWVYS has embarked on a process to find ways to be sustainable in the future without the Grant, there were some strongly expressed views about the signals that Welsh Government might be sending to the sector about the value that it places on the sector. With the Grant currently representing 84% of all funding, it is difficult to see how CWVYS would replace all of that from other sources within a short timescale.

This Evaluation is not scoped to make recommendations about whether the Welsh Government should continue to fund CWVYS, or what levels of funding might be. These are questions that only the Welsh Government can answer, informed by the Evaluation and taking into account wider economic considerations about competing priorities. The Evaluation is scoped to comment on the *impact* of the Grant. Questions asked about what would be missed if CWVYS was not there were intended to illuminate the areas in which CWVYS was felt to be having the greatest impact.

10 SUMMARY OF FINDINGS AND RECOMMENDATIONS

The five Objectives for the Welsh Government Grant, as agreed by the Welsh Government and CWVYS, have been used to evaluate the impact of the Grant.

10.1 Objective 1: To be Representative and Have Effective Relations with Voluntary Organisations Offering Youth Work Provision Across Wales

Overall, CWVYS has had a positive impact on the Objective although there is scope to do more.

Members say that CWVYS is representative, in terms of the diversity of types and sizes of organisations represented and the geographic spread, and that CWVYS has improved in this regard. Figures show that CWVYS has grown from 46 members in 2009-2010 to 97 in 2016-2017. Four of the eight Local Authority interviewees were, however, more dubious about the number of CWVYS Members in their area.

From its Members' perspective, CWVYS does have effective relations with them. Members choose the extent of a relationship that they require.

The view of the Evaluator is that CWVYS looks reasonably representative but there is scope:

- to build closer relationships with existing local networks (such as Local Authorities and CVCs) to improve knowledge of potential members;
- to share datasets on existing and potential members with the Welsh Government to develop a shared understanding;
- to improve reporting on the numbers of Members to the Welsh Government through better segmenting into National, Regional and Local organisations (as shown in Table 1 in section 4.1.4), enabling tracking also of new Members and Leavers.

10.2 Objective 2: Support Voluntary Organisations offering Youth Work to Engage in a More Strategic Way, enabling them to have their Voice Heard in Policy Decisions

I believe that CWVYS achieves this Objective for its Members:

- The collective National voice is highly valued by Members. If CWVYS no longer existed, this is the element that both Members and several other interviewees felt would be most missed. CWVYS was seen as having unique focus and expertise with regards to youth work.
- Members feel that the consultation processes employed by CWVYS enable them to contribute. It is not just about being consulted: it is about the confidence, unity and "safety in numbers" that the collective voice provides.
- Smaller organisations feel that they might not be heard if not incorporated into the collective voice. Not only that, but if CWVYS was not there, they feared they would be isolated: they would not have capacity to be as aware of new policies and strategies or funding opportunities;

opportunities for sharing best practice would be reduced through the loss of the newsletters, emails, social media and networking meetings; they would have no one to phone up for advice and support; organisations that had grown from a single Local Authority area to work across multiple Local Authority areas felt that CWVYS had been critical in helping identify these opportunities.

- Individual organisations may still make their own submissions where they feel they have particular expertise but nevertheless want CWVYS to provide a voice for the Sector alongside their submissions.
- Where the Welsh Government has undertaken consultations, CWVYS appears to have played an important role in signposting its Members to these processes to encourage their participation.
- CWVYS nevertheless needs to be sharper at describing the processes by which it achieves that National collective voice.

10.3 Objective 3: Support Voluntary Organisations Offering Youth Work Provision to Work More Effectively with Local Authorities.

The impact of CWVYS in supporting voluntary organisations offering youth work provision to work more effectively with Local Authorities is patchy.

There is some degree of liaison/co-ordination at national level which is not as robust as it might be (or as CWVYS want it to be) but this might be addressed by the new national youth support service board.

There is evidence of CWVYS playing an effective broker role between some Members and some Local Authorities, but overall this is not strong because: some Local Authorities are less receptive; there are systemic issues that Local Authorities themselves are facing that make it harder for them to interact; and some Members and many Local Authorities do not see a requirement for CWVYS to be involved in this (e.g. where local statutory/voluntary contacts are already strong)..

There may be scope for CWVYS to build stronger working relationships with local voluntary sector representatives on Public Services Boards (CVCs in particular). This link into local networks might both help sharpen the identification of potential new Members and assist in strengthening CWVYS's presence in Local Authority areas where it is currently peripheral to thinking, as well as adding to CWVYS's local intelligence. As this did not come up through the interview process, it is not possible to know how much CWVYS has already been attempting this. It would have been useful to interview more CVC representatives to obtain a wider range of views on this but the interviews that were conducted suggest that they would welcome this.

The Objective also might be better if it was re-written to move away from "Local Authorities" alone and encompass other local co-ordination mechanisms, particularly Public Services Boards and Police and Crime Commissioners.

10.4 Objective 4: Support Voluntary Organisations to Demonstrate the Impact of their Youth Work Interventions

CWVYS has promoted the “good inputs lead to good outcomes” approach through its Workforce Development Group and through the opportunities it provides to share good practice, particularly in the form of case studies within CWVYS newsletters and its various networking meetings.

CWVYS should annually report on the number of individuals from Member organisations who have benefited from the free training provided via Adult Learning Wales. The Welsh Government may wish to know more about the profile of individuals who benefit from training from Adult Learning Wales, across both statutory and voluntary sectors.

Demonstrating the impact of youth work is not a simple area. If a National Outcomes Framework (NOF) is finalised in the future, there may be potential for CWVYS to assist in its implementation.

Has CWVYS supported voluntary organisations to demonstrate the impact of their youth work interventions? The role of CWVYS is limited by the fact that many organisations already have favoured techniques and tools in place or are governed in what they do by the requirements of funders. CWVYS’s educative role appears to focus on promoting case studies and sharing information on good practice. The Welsh Government may wish to explore with CWVYS whether CWVYS should:

- perform a more active role in developing a ‘knowledge base’ of techniques and tools that might be accessible by the whole sector (not just Members) and, indeed, across youth work as a whole or is its role to provide links to other organisations that are doing this;
- have a role and targets for promoting the national *Quality Mark for Youth Work in Wales*.

In addition, comment has also previously been made about opportunities for CWVYS to strengthen its links to CVCs and the sharing of good practice is another area in which CWVYS and CVCs might usefully work together.

10.5 Objective 5: Investigate and Develop into a Sustainable Organisation

This is a different form of Objective to Objectives 1-4. The other four focus on the role that CWVYS performs for the voluntary youth sector as a whole whereas Objective 5 is about its own funding. The Objective was first set for 2016-2017, a later start than for the other Objectives. This therefore is not as open to evaluation as it is not about CWVYS’s impact on the sector as a whole.

Nevertheless, CWVYS made progress on the “investigate” element of this Objective through a Trustees Away Day and use of external consultancy on sustainability, leading to the production of an Action Plan.

10.6 Summary of the Impact of the Welsh Government Grant to CWVYS

This Evaluation is not scoped to make recommendations about whether the Welsh Government should continue to fund CWVYS, or what levels of funding might be. These are questions that only the Welsh Government can answer, informed by the Evaluation and taking into account wider economic considerations about competing priorities. The Evaluation is scoped to comment on the *impact* of the Grant.

The view of this Evaluator is that the Grant to CWVYS overall has had a positive impact. CWVYS was certainly very strongly defended by its Members. My comments relate more to transparency, improving information, and barriers, rather than the performance of CWVYS itself.

CWVYS has had its strongest impact on Objective 2 (National voice). A couple of Local Authority interviewees wondered about the extent to which it represented an authentic voice of the voluntary youth sector and whether it was dominated by the views of larger National organisations. Interviewees strongly felt that CWVYS has effective processes in place to gather and reflect the voice of Members, with smaller organisations particularly valuing this. For this Evaluator, CWVYS does appear to represent an authentic voice but needs to be better at describing its consultation processes, including how it uses this information.

The next strongest impact is on Objective 1 (representativeness and effective relations). Members certainly felt that this was being achieved. There have been queries by some Local Authorities about whether CWVYS has a sufficient presence in some geographic areas: this is a subject where improved information would help to evidence this. CWVYS and the Welsh Government should continue to develop a shared database and shared understanding of the eligible potential members that exist throughout the country, and there needs to be improved segmenting of Members and potential members. This will help to clarify on an ongoing basis the extent of penetration across the country. This Evaluator sees this as an area that has scope for improvement but not as a problem area.

There has only been patchy impact on Objective 3 (Local Authorities) at national and local levels. I would query the achievability of this Objective in the way it is currently written. If the Objective was reworded to focus on partnerships and linkages to local networks, including Local Authorities, there might be scope for greater impact.

Similarly there has been only patchy impact on Objective 4 (demonstrating impact). Much of the focus has been on “good inputs produce good outcomes” and making use of opportunities to share and promote best practice. While valued by Members, these are not tasks that only CWVYS can perform. If there had been a National Outcomes Framework in place, CWVYS might have found a role in assisting with its implementation, in some form or another. There may be great potential for CWVYS in this regard in the future, if such a Framework is finalised.

Finally, the CWVYS Grant from the Welsh Government in 2015-2016 provided 84% of CWVYS's funding. Some 12% came from other Grants (not specified in the Annual Report) and Membership fees only provided around 4%. The Welsh Government might wish to consider whether there are “benefits” that Members currently receive (such as the information circulated about policies, strategies and funding, or newsletters) that should be open to the whole Sector, regardless of whether they are paid up Members.

APPENDIX 1: LIST OF INTERVIEWEES

CWVYS Staff

Paul Glaze, Chief Executive, CWVYS.

Catrin James, Urdd Gobaith Cymru – Regional Co-ordinator (CWVYS).

CWVYS Executive (Trustees)

Keith Towler, CWVYS Chair.

Rocio Cifuentes, Director at Ethnic Youth Support Team; Vice Chair.

Marco Gil-Cervantes, CEO ProMo Cymru; CWVYS Treasurer.

Joff Carroll OBE, Chief Executive, Boys' and Girls' Clubs Cymru.

Helen Mary Jones, CEO Youth Cymru.

Sharon Lovell, Director, NYAS Cymru.

Stephanie Price, Director - Wales, The Duke of Edinburgh's Award.

Leigh Rowland, Centre Manager, Cwmbran Centre for Young People.

Vice Presidents

Alan Higgins OBE.

Rob Norris.

Howard Williamson.

Non-Executive Members of CWVYS

Pam Boyd, Cast Cymru (Member, Powys).

Victoria Branciamore, Public Sector Partnership Manager, The Prince's Trust Cymru.

David Brunton, SYDIC.

Dai Bryer (Urdd).

Claire Cunliffe, Police Youth Volunteers, South Wales Police (also on the list of Vice Presidents but interviewed as a new Member of CWVYS).

Gayle Harris, Dr Mz.

Helen Robins-Talbot, Talking Hands.

Sian Tomos, Chief Executive Officer, GISDA.

Vicky Williams, Challenge Wales.

Others

Steve Davis, Service Manager, Pembrokeshire Youth.

Jason Haeney, Principal Youth & Community Officer, Neath Port Talbot Youth Service.

Elen James, Head of Youth Engagement and Continuing Education, Ceredigion County Council.

Paul O'Neill, Senior Manager, Caerphilly CBC Youth Service.

Tim Opie, Lifelong Learning Policy Officer (Youth), WLGA.

Ann Roberts, Integrated Youth Provision Manager, Flintshire.

Joanne Sims, Youth Service Manager, Blaenau Gwent; Chair of the Principal Youth Officers Group.

Jan Smith, Senior Development Officers, Conwy CVC.

Judith Stone, Assistant Director Policy, Partnerships and Engagement for WCVA

Jane Williams, Section Head, Conwy Youth Service.