

Workforce Development Strategy 2021-2024



FÓRAM NA NÓS
Óige Faoi Bhláth

Contents

Introduction	2
Purpose.....	2
Policy Context	3
Values and Principles	6
Methodologies.....	8
Monitoring and Evaluation.....	10
Reporting Arrangements.....	11
Available Data	12
Key Priorities	15
Expected Outcomes	17
Conclusion	18
Workforce Development Strategy (2021 - 2024) – 3 Year Framework	19
Workforce Development Strategy: Action Plan Year 1	23

Introduction

The Fóram na nÓg Workforce Development Strategy 2021-2024 outlined in this document forms the basis for support over the next 3 years for a range of IM youth sector stakeholders including IM Local Voluntary Youth Organisations comprising managers, professionally qualified staff, part-time staff, volunteers and young adults. The strategy is a challenging but necessary undertaking which aims to enable the IM youth sector to implement change at a pace that is both realistic and operationally feasible within emerging organisational structures and policy contexts.

Purpose

The Fóram na nÓg Workforce Development Strategy 2021-2024 is presented in this document and forms the basis for support over the next 3 years for IM Local Voluntary Youth Organisations, which are comprised of managers, professionally qualified staff, part-time staff, volunteers and young adults. This support aims to enable those providing youth work with opportunities to develop the appropriate skills, knowledge and attitudes needed to continue to deliver high quality IM youth services, within a safe environment. These areas of interest are based on the assessed need of IM youth work (IMYW) staff gathered in the 2021 IM Youth Sector Audit and its subsequent 2021 IM Youth Sector Training Needs Analysis and research report. Fóram na nÓg is aware that volunteers comprise a significant portion of the IM youth sector workforce, therefore, this strategy will develop and implement a plan that supports the particular skills, knowledge, and capabilities of volunteers engaged in the delivery of youth work.

Policy Context

In 2009, there were only 4 Irish medium youth clubs officially in operation. It was apparent from early consultations carried out with stakeholders at that time, that the IM youth work sector required direction and a strategic voice. In response to this, in 2009, a group of IM youth workers and language activists established Fóram na nÓg (FNN) as the lead representative organisation for the Irish Medium Youth Sector. The establishment of FNN was made possible through strategic support provided a group of Irish language activists, consisting of former students of Méanscoil Feirste (now Coláiste Feirste), and by Irish language officers and organisations with statutory obligations relating to the language. FNN was, therefore, established as the lead representative organisation for the Irish medium youth sector providing strategic leadership and co-ordination through ensuring effective lobbying and advocacy, participation in BELB (Education Authority) forums, and through developing effective partnerships with RVYOs (Regional Voluntary Youth Organisations) and other relevant stakeholders.

This development aimed to ensure recognition for IM youth work within the wider youth sector, and aimed to secure the resources necessary for the establishment and development of IM youth clubs, the employment and training of Irish speaking youth workers and volunteers, and recruitment of young Gaeilgeoirí (Irish speakers), who are the most important aspect of the sector. Prior to the establishment of FNN, the individual IM youth services did not have the capacity to develop.

A statutory obligation exists on the Department of Education to ‘encourage and facilitate’ Irish Medium Education (IME) which must include ‘practical consequences and legislative significance’ (Coláiste Feirste v Department of Education, 2011, NIQB 89). Additionally, Recommendation 18 of the IME review further highlighted that the continued growth and development of the IM youth

sector was crucial to the fulfilment of the statutory duty of the Department of Education's role to support adequate Irish Medium provision. Furthermore, the regional youth development plan RYPD (2017-20) makes specific reference to the Department of Education responsibility to 'encourage and support informal opportunities for learning through the medium of Irish in the youth sector'. The Department of Education 2013 policy framework for the delivery of youth services, *Priorities for Youth*, specifically notes the implementation of Recommendation 18, as highlighted above. In doing so, it notes that the Education & Skills Authority (now known as the EA) in its planning, will reflect "key actions for youth work as set out in other relevant DE policies. Recommendation 18 of the Review of IM Education" (DENI, 2013: 20).

The Department of Education's youth work policy is presented in detail in *Priorities for Youth- Improving Young People's Lives through Youth Work* (PfY, October 2013). *Priorities for Youth* (2013) provides the strategic framework for the future delivery of EA funded youth services. One of the key actions within the policy is the production of a Regional Youth Development Plan (RYDP) for which the EA are responsible. The RYDP is a 3 year, strategic regional plan, responding to the assessed need of children and young people and focused to address the priorities identified in PfY. An important element of the RYDP is a workforce development strategy for volunteers, part-time and full-time staff. Associated with this is a target to provide a workforce development plan, to include actions around specific themes which are developed and reviewed annually. This specific focus is a result of the findings within the Regional Assessment of Need.

The Fóram na nÓg Workforce Development Strategy 2021-2024, has been informed by the 2021 IM Youth Sector Audit, its subsequent 2021 IM Youth Sector Training Needs Analysis and the 2021 IM Youth Work research report. The Fóram na nÓg Workforce Development Strategy 2021-2024 is reflective of *Priorities for Youth* (DE, 2013) and will enable managers, youth workers and volunteers

to articulate the value of the service and celebrate its educational achievements; Evaluate their work effectively through evidencing progression, measuring learning outcomes for individuals and demonstrating the positive impact of the youth service on communities; Support the participation of young people in various youth work settings, and; Provide ongoing and specialist training for specifically identified needs.

The strategy outlined in this paper also aims to support a continuous professional development programme to enhance the leadership and management competencies for IM youth work staff and provide opportunities for managers to keep pace with emerging education policy changes. Fóram na nÓg is the Regional Voluntary Youth Organisation for the IM Youth Sector, and is therefore responsible for the development and implementation of a workforce development strategy for the IM youth service workforce.

Values and Principles

The Fóram na nÓg IM Youth Sector Workforce Development Strategy 2021-2024 is informed by and reflective of the values outlined in the IM youth sector Indigenous Youth Work Model, the research report, and the Fóram na nÓg IMYS Quality Assurance Framework.

- **Relationships** - We will provide young people with opportunities to build relationships and make friends, while also developing an understanding of what healthy and positive relationships look like with adults and peers.
- **Approach** - We will promote and foster the social usage of the Irish language within the delivery of services, alongside an informal approach to relationship building and learning - *an immersive sociolinguistic experiential approach*.
- **Ownership** - We will recognise the need for young people to advocate for Indigenous Youth Work spaces. Their active participation in securing services encourages a feeling of acceptance and common identity, alongside a strong sense of ownership over their youth clubs.
- **Community** - We will promote strong connections between Indigenous Youth Work and the wider Irish Language community - Indigenous youth work typically develops alongside, draws upon, and collaborates with local IM schools and grassroots community development organisations.
- **Language** - We will continue to encourage the use of Irish as the primary means of communication within Indigenous Youth Work spaces, which serves to normalise the social use of Irish for young people, creating environments which foster a strong sense of identity.
- **Politics and Participation** - We will continue to empower young people who participate in Indigenous Youth Work to become involved in political activism and local issues. This emphasis on critical thinking enables young people to develop advocacy skills and grassroots community empowerment practices.

This Fóram na nÓg IM Youth Sector Workforce Development Strategy 2021-2024 also draws upon and incorporates the following key youth work values:

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

Methodologies

Youth work plays a critical part in young people's education and their overall health, wellbeing and future prospects and having a skilled workforce of volunteers and paid staff is critical to the delivery of professional services to children and young people. The Fóram na nÓg Workforce Development Strategy 2021-2024 is a three-year programme of work which will be reviewed regularly to update the requirements of the workforce. This will focus on key areas of work emerging from new policies and consideration of an annual needs assessment.

This strategy is informed by the 2021 IM Youth Sector Audit, 2021 IM Youth Work research report, and the 2021 IM Youth Sector Training Needs Analysis, and will be combined with future assessed training needs analyses, which will be gathered annually over the intervening period. This will allow flexibility for emerging staff training needs and priorities to be facilitated. The workforce plan will utilise a range of methodologies to include;

- **Workshops** - One off events focusing on key and relevant areas of IM youth work practice
- **Stakeholder Engagement Events** – Offering support opportunities to further develop organisational and staff learning, knowledge and skills;
- **Practice-Based Placement Opportunities**- On the job training and learning; career and leadership development;
- **Thematic work** – Sharing based on developing key themes of work;
- **Sectoral Collaboration** - Partnership and collaborative work on specific youth service areas;
- **Media Based Programme Resources** - Media based promotional content to promote the value of the work which can be shared through social media channels to launch and promote programme resources

- **Networking** – Training and networking opportunities that will increase the capacity of staff and volunteers
- **Best Practice Exemplars** – Sharing examples of best practice in order to enhance and promote high quality IM youth work provision
- **Domestic Study visits** - Learning and sharing relevant, good development youth work practice from peers outside the organisation
- **International Learning Opportunities** - Learning and sharing relevant, good development youth work practice from other minority language youth work contexts
- **Peer-Led Research** - Reflective progressive process for addressing issues identified by emerging young leaders from within the IM youth sector
- **On line training** - Accessing additional and individual opportunities for training and learning.

Monitoring and Evaluation

Fóram na nÓg will monitor and evaluate the workforce development strategy and related action plan. A key action will be to commit to following the Fóram na nÓg Quality Assurance Framework (QAF) as a tool for driving quality and continuous improvement regarding IMYW workforce development. Monitoring and evaluation will consider:

- **Overall workforce development actions to determine the achievement of key outputs and outcomes including voluntary sector engagement, achievement rates, satisfaction levels and benefits to participants.**
- **Measuring the extent to which the strategic priorities have been met.**
- **Impact from learning and development on the delivery and quality of provision to young people at local and regional level in the IM voluntary youth sector**

Reporting Arrangements

- Updates will be provided on a quarterly basis with specific reference to current and future FNN specification via target monitor document
- Updates on progress may be provided at RAG (Regional advisory group) if required by EA
- Fóram na nÓg will participate in EA and other relevant moderation visits providing high quality evidence based feedback

Available Data

An IMYW research report (2021), which identified the current and future needs of the IM youth sector, informed the workforce development strategy, alongside the IMYW sector audit report and a 2021 IMYW sector training needs analysis.

This audit engaged with representatives from 26 IMYW groups, and 128 young people, who participated in an audit questionnaire and youth survey. This audit report identified existing gaps in provision, the training needs of organisations, levels of service provision, service user satisfaction levels, infrastructure needs, and the programme needs of both organisations and young people. The key findings of the audit are outlined below:

- **Service Providers** - There are a total of 26 IMYW service providers in the north of Ireland, of which 24 are currently EA registered. Each of these groups are at varying stages of development, operating from between 1-6 nights per week.
- **Young People** - Of the 26 groups that participated in the IM youth sector audit, a total of 2,426 young people comprise their membership.
- **Staff** - A total of 275 youth workers work within the IM youth sector. Of the 275 total staff, paid staff reflect 93 (11 FT Staff and 82 PT Staff), while **volunteers** make up the remaining 182 IM youth work staff.

Youth Work Staff:

	(n)	%
PT Staff (EA Funded)	82	29.8%
FT Staff (EA Funded)	11	4.0%
Volunteer	182	66.2%
Total	275	100%

The IMYW Training Needs Analysis engaged relevant IM youth providers, consisting of 198 IM youth work staff, with respondents ranging from volunteer level through to committee level. A total of 2,146 individual training needs across 4 workforce sample groups were identified in the responses given by survey participants, which have been categorised into priority areas of work. These results illustrate IMYS training needs across the following sample groups; Management Committees, Full-Time Staff, Part-Time staff and Volunteers participated. The key findings of the training needs analysis are outlined below:

- **A total of 931 individual committee member training needs were identified.** The most significant areas of interest were Designated Child Protection Officer Training, Language Rights Training, Regional Assessment of Needs Training, Delivering on Assessed Need Training, FNN Interactive Website Training, Strategic and Operational Planning Training.
- **The FT staff survey results show that 203 individual Full-Time staff training needs were highlighted.** The highest training needs identified by FT Staff members were Quality Assurance Framework Training, Safeguarding Training, Language Rights Training, Accredited Outdoor Pursuits Training, Mental Health Awareness Training and Supervision Training.
- **A total of 46 responses were given by Part-Time Staff, highlighting a further 555 individual training needs.** As demonstrated in the PT Staff survey results, the most significant training needs identified included Child Protection Training, Language Rights Training, OCN 3 Certificate in Youth Work Practice, First Aid Training, Accredited Outdoor Pursuits Training, and LGBTQ+ Training.
- **A total of 49 volunteers participated in the TNA, highlighting a total of 457 Volunteer staff training needs.** The most commonly identified volunteer training needs were Volunteer Leadership Programme, Seasonal Placement Opportunities, Participative Structure Training (Coiste na nGaeil Óg), Language Rights Training, OCN 2 Certificate in Youth Work Practice and OCN 3 Certificate in Youth Work Practice.

Priority Areas for the IM sector moving forward

The training needs analysis conducted by Fóram na nÓg identified the following workforce issues for the IM youth sector moving forward:

- There is both the appetite for training and development and the need for resources to deliver training at all levels within the Irish Medium Youth Sector, from volunteers through to Management Committees.
- Adequate resources proportionate to the assessed need of IMYW groups should be made available to FNN in the planning and operationalising of the 2023-26 IMYS Workforce Development Strategy (WDS).
- Training Priorities include safeguarding; professionalising the workforce; the development of continuous professional development programmes for professionally qualified youth workers; mapping current available accredited training across the youth work sector; to establish a volunteering framework to encourage volunteering, build volunteer capacity, and celebrate the contribution of volunteers within the IMYW sector governance; quality assurance; identity training relating to the Irish Language, minority languages, and indigenous youth work; LGBTQ+ training; outdoor pursuits training; supervision training; and, mental health awareness training.
- It is crucial that the Regional Development Officer and the Regional Training Officer are retained within the next funding specifications, in order to support and facilitate the delivery of services and expand the training capacity within the Irish Medium Sector post September 2022.
- There should be significant investment made into developing the capacity of Fóram na nÓg staff to ensure that the continued support afforded to the IM sector is of the highest quality.
- An agreed quality assurance framework needs to be implemented alongside any agreed training framework.

Key Priorities

Fóram na nÓg recognise the key priorities pertaining to youth work outlined by the Department of Education. The workforce development strategy and related action plan is committed to the key priority areas outlined below, and aims to address these key priorities in order to drive quality and continuous improvement within the Irish Medium Youth Sector workforce:

Priority 1 - Progression Routes for Young People PfY highlights that youth work contributes to DE's priorities by providing opportunities for young people to gain additional skills, accreditation and training. Moreover, it provides young people with access to a different or, in many cases, a second opportunity to learn, engage, and improve life chances, using a youth work methodology. FNN will devise a framework of accredited and non-accredited training programmes to enhance the employability and leadership skills of young people within the youth sector and further afield. Qualifications will be developed, aligned to the Regulated Qualifications Framework (RQF).

Priority 2 – Volunteers: Based on an annual assessment of needs, volunteers will have the opportunity to gain skills in a wide range of curriculum areas including creative arts, health education, sports development and youth work skills in order to develop practice based on the youth work curriculum, 'Youth Work - A Model For Effective Practice'. Opportunities for leadership development will be provided throughout the sector at all levels. The contribution of volunteers will also be recognised and celebrated on an annual basis.

Priority 3 - Part-time Staff: Within the IM youth sector, a coherent training route has been established for the progression of the workforce from volunteer to part-time leader in charge (see WDS 3-year framework). Within the voluntary youth sector opportunities for staff training and development will be based on assessed need. Opportunities will range from workshop provision through to professional accredited training.

Priority 4 - Continuous Professional Development (CPD): CPD opportunities will be provided based on assessed need to ensure that professional youth worker's knowledge, skills and attitudes are kept refreshed and relevant. An important area for CPD is the training of staff on new policy initiatives aimed at improving the skills of young people. Opportunities for accreditation will be provided, where relevant, based on available resources.

Priority 5 – Management: Priorities for Youth and successive ETI Chief Inspector Reports have highlighted the importance of management and governance for the youth service moving forward. The meaningful engagement of young people in the governance of youth organisations is of strategic importance to the youth service. The development of management and governance skills for both young people and adults will be supported therefore within the Fóram na nÓg Workforce Development Strategy 2021-2024. The strategy will support voluntary youth centre management committee members and board of director members with governance, effective planning, quality assurance and resourcing for service delivery based on assessed need. Within the IM youth sector development opportunities will be provided based on the annual assessment of need to ensure that both EA policies and procedures and FNN policies and procedures are efficiently and effectively implemented. In addition, opportunities will be provided to enhance practice support, equipping managers to develop as resilient, contemporary leaders of an effective youth service.

Expected Outcomes

The following outcomes are expected to be realised as a result of the Fóram na nÓg IM Youth Sector Workforce Development Strategy 2021-2024:

Organisational Outcomes

- Improved experiences for young people by ensuring staff are appropriately trained, equipped, supported
- A competent and confident workforce able to deliver a responsive, equitable, safe and developmental service that meets all required quality standards
- To maintain and monitor high quality satisfaction levels with the youth service amongst all stakeholders
- Improved skills, competencies and capacity of staff resulting from quality training and multidisciplinary working contexts
- Enhanced staff engagement, reward and recognition of achievement; maximising the value of the youth service workforce whilst supporting and improving staff wellbeing.

Management Outcomes

- Strong leadership and management resulting from management development programmes.
- Improved governance within Fóram na nÓg
- Improved governance within local IM groups who identify FNN as their lead RYVO

Human Resource Outcomes

- Increased capabilities – skills and competencies of staff improved.
- A workforce that is highly engaged and empowered.
- Improved retention of staff and reduced staff turnover.
- Staff are supported to perform at their optimum level, providing high quality IM youth work services.

Conclusion

The Fóram na nÓg Workforce Development Strategy 2021-2024 is a challenging but necessary undertaking which aims to enable the IM youth sector to implement change at a pace that is both realistic and operationally feasible within emerging organisational structures and policy contexts. The success of this strategy depends on embedding important cultural practices within the IM youth work sector. It seeks to empower leaders and managers across the youth service, providing managers and service leaders with appropriate training and support. The progress of the strategy will be reviewed and evaluated annually to ensure that it is meeting the needs of IM youth sector staff and service members. The Fóram na nÓg Workforce Development Strategy 2021-2024 is based on the premise that the workforce is central to the success or failure of the IM youth sector. The IM youth sector Workforce Development Action Plan will develop the tools and approaches required to ensure its effective management and implementation.

Workforce Development Strategy (2021- 2024) – 3 Year Framework

The Fóram na nÓg Workforce Development Strategy 2021-2024 3-year framework of key actions is outlined in the following section of this document. It forms the basis for support over the next 3 years for a range of IM youth sector stakeholders including IM Local Voluntary Youth Organisations and Statutory IMYW providers comprising managers, professionally qualified staff, part-time staff, volunteers and young adults. Fóram na nÓg recognise the key priorities pertaining to youth work outlined by the Department of Education. The workforce development strategy and related action plan is committed to the key priority areas outlined below, and aims to address these key priorities in order to drive quality and continuous improvement with the Irish Medium Youth Work (IMYW) workforce.

Priority	Year 2021- 22	Year 2022 - 23	Year 2023 - 24
1. Progression Routes for Young People	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Fóram na nÓg progression route for young people OCN Personal Development OCN Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations Peer Led Research Outdoor Education Accredited Training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Fóram na nÓg progression route for young people OCN Personal Development OCN Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations Peer Led Research Outdoor Education Accredited Training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Fóram na nÓg progression route for young people OCN Personal Development OCN Peer Education OCN Leadership for Young People OCN Presentation Skills OCN Health Related Programmes OCN Participation OCN Good Relations Peer Led Research Outdoor Education Accredited Training
2. Volunteers	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Induction Programme Seasonal Placement Opportunities Coiste na nGaeil Óg (Youth Committee) Statutory Sector Safeguarding Training Fóram na nÓg Coherent Training Route Volunteer Development Framework FNN Indigenous Youth Work Training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Induction Programme Seasonal Placement Opportunities Coiste na nGaeil Óg (Youth Committee) Statutory Sector Safeguarding Training Fóram na nÓg Coherent Training Route Volunteer Development Framework FNN Indigenous youth work training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Induction Programme Seasonal Placement Opportunities Coiste na nGaeil Óg (Youth Committee) Statutory Sector Safeguarding Training Fóram na nÓg Coherent Training Route Volunteer Development Framework FNN Indigenous youth work training
3. Part-Time Youth Workers	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Child Protection Training Adult Safeguarding ASD Training OCN 2 Award in Youth Work Practice OCN Level 3 Programme Development Social Media Training First Aid Training Language Rights Training Campaigning & Advocacy Workshops Identity Workshop Training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Child Protection Training Adult Safeguarding ASD Training OCN 2 Award in Youth Work Practice OCN Level 3 Programme Development Social Media Training First Aid Training Language Rights Training Campaigning & Advocacy Workshops Identity Workshop Training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> Child Protection Training Adult Safeguarding ASD Training OCN 2 Award in Youth Work Practice OCN Level 3 Programme Development Social Media Training First Aid Training Language Rights Training Campaigning & Advocacy Workshops Identity Workshop Training

	<ul style="list-style-type: none"> • Outdoor Education Accredited Training • Facilitating Skills - Group work • Progression route opportunities to become professionally qualified. • Supervisors Training Course • FNN Indigenous Youth Work training • LGBTQ+ Training <ul style="list-style-type: none"> - Comin' in Training - LGBTQ+ Gaelach - 	<ul style="list-style-type: none"> • Outdoor Education Accredited Training • Facilitating Skills - Group work • Progression route opportunities to become professionally qualified. • Supervisors Training Course • FNN Indigenous youth work training • LGBTQ+ Training <ul style="list-style-type: none"> - Comin' in Training - LGBTQ+ Gaelach - 	<ul style="list-style-type: none"> • Outdoor Education Accredited Training • Facilitating Skills - Group work • Progression route opportunities to become professionally qualified. • Supervisors Training Course • FNN Indigenous youth work training • LGBTQ+ Training <ul style="list-style-type: none"> - Comin' in Training - LGBTQ+ Gaelach -
4. CPD – Continuous Professional Development for Professional Staff	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> • Language Rights Training • Campaigning & Advocacy Workshops • Outdoor Learning skills • Mentoring Scheme (newly qualified youth workers) • FNN Indigenous Youth Work training • Safeguarding Training • QAF – Workshops • Joint Training Global Service Learning (GSL) – effective international youth work • Management of Group Work Effectively • Mental Health Training – Mindfulness • Equality and inclusion -Workshops • OBR Training Workshops • Outdoor Education Accredited Training • IQA 4 Internal verifier training • AQA Assessor award training • External Verifier training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> • Language Rights Training • Campaigning & Advocacy Workshops • Outdoor Learning skills • Mentoring Scheme (newly qualified youth workers) • FNN Indigenous youth work training • Safeguarding Training • QAF – Workshops • Joint Training Global Service Learning (GSL) – effective international youth work • Management of Group Work Effectively • Mental Health Training – Mindfulness • Equality and inclusion -Workshops • OBR Training Workshops • Outdoor Education Accredited Training • IQA 4 Internal verifier training • AQA Assessor award training • External Verifier training 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> • Language Rights Training • Campaigning & Advocacy Workshops • Outdoor Learning skills • Mentoring Scheme (newly qualified youth workers) • FNN Indigenous youth work training • Safeguarding Training • QAF – Workshops • Joint Training Global Service Learning (GSL) – effective international youth work • Management of Group Work Effectively • Mental Health Training – Mindfulness • Equality and inclusion -Workshops • OBR Training Workshops • Outdoor Education Accredited Training • IQA 4 Internal verifier training • AQA Assessor award training • External Verifier training
5. Managers	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> • Supervision Training • Reflective Practice Programme 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> • Supervision Training • Reflective Practice Programme 	Local Voluntary Youth Organisation Support <ul style="list-style-type: none"> • Supervision Training • Reflective Practice Programme

	<ul style="list-style-type: none"> • Language Rights Training • FNN Indigenous youth work training • Campaigning & Advocacy Workshops • Outdoor Education Accredited Training • Voluntary sector management and governance training programme • Governance Training Based on NICVA Survey Programme • Planning for Area/Project - Based on Assessed Need • Outcomes Based Reporting Training • Safeguarding Training for Management Committee • Writing Funding/Tender Applications • Support for ETI Inspections • Practice Development and Support Programme for Senior Youth Workers 	<ul style="list-style-type: none"> • Language Rights Training • FNN Indigenous youth work training • Campaigning & Advocacy Workshops • Outdoor Education Accredited Training • Voluntary sector management and governance training programme • Governance Training Based on NICVA Survey Programme • Planning for Area/Project - Based on Assessed Need • Outcomes Based Reporting Training • Safeguarding Training for Management Committee • Writing Funding/Tender Applications • Support for ETI Inspections • Practice Development and Support Programme for Senior Youth Workers 	<ul style="list-style-type: none"> • Language Rights Training • FNN Indigenous youth work training • Campaigning & Advocacy Workshops • Outdoor Education Accredited Training • Voluntary sector management and governance training programme • Governance Training Based on NICVA Survey Programme • Planning for Area/Project - Based on Assessed Need • Outcomes Based Reporting Training • Safeguarding Training for Management Committee • Writing Funding/Tender Applications • Support for ETI Inspections • Practice Development and Support Programme for Senior Youth Workers
--	---	---	---

Workforce Development Strategy: Action Plan Year 1

The Fóram na nÓg Workforce Development Strategy: Action Plan Year 1, is outlined in the following section of this document. It forms the basis for how Fóram na nÓg will develop the IMYW workforce over the current funding period which will elapse in September 2022 with regards to the regional development and regional project specifications. It also provides FNN and EA with an opportunity to recognise gaps in provision regarding the above mentioned 3-year workforce development strategy, which has been developed and informed by the 2021 IM Youth Sector Audit and the corresponding 2021 IM Youth Sector Training Needs Analysis. The workforce development strategy and related action plan is committed to the key priority areas outlined below, and aims to address these key priorities in order to drive quality and continuous improvement with the Irish Medium Youth Work (IMYW) workforce.

Areas for Action	Outputs	Outcomes	Target/Measure
Progression Routes for Young People	FNN Regional Project: <ul style="list-style-type: none"> To deliver training through the medium of Irish to 100 young people completing OCN training at level 2 and 3 over an 18-month period which will significantly enhance the quality and capacity of IM youth services 	<ul style="list-style-type: none"> To enhanced & improve Leadership & Communication skills amongst volunteers Increased ability of trainees in delivering youth work programmes to young people. Enhanced opportunities to recruit, maintain & bring volunteers through our sector. Improving the Building capacity of the sector regionally. Employment opportunities young people gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector on a Regional level. Accredited training achieved for emerging young leaders Increased capacity with the IM sector with more young people with youth work qualifications coming through the process Enhanced opportunities for young people who have participated and completed programme whilst gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector. -To enhanced & improve Leadership & Communication skills amongst volunteers -Increased ability of trainees in delivering youth work programmes to young people. -Enhanced opportunities to recruit, maintain & bring volunteers through our sector. Improving the Building capacity of the sector regionally. -Employment opportunities young people gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector on a Regional level. Accredited training achieved for emerging young leaders 	<ul style="list-style-type: none"> Maintain an 80% satisfaction rating with training participants Maintain an minimum of 90% completion rate on all courses delivered

	<ul style="list-style-type: none"> To deliver 4 celebration events throughout the 18-month period 	<ul style="list-style-type: none"> Increased capacity with the IM sector with more young people with youth work qualifications coming through the process Enhanced opportunities for young people who have participated and completed programme whilst gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector. To celebrate the work & achievements of the IM units & will recognise talents & abilities of the young people. Young people being nominated for awards to recognise their achievements from across the Region Increased numbers of young people engaging with the IM sector through local & Regional provision gaining recognition & celebrating their successes. Increased awareness for families of young people in the importance of recognising & celebrating young people's achievements. Young people being celebrated for the positive contributions they are making to the Irish Medium sector. Service users within the Irish Medium sector having an increased awareness of the different youth work programmes being delivered. Increased public & sectoral awareness. Increased opportunities for collaboration within the wider sector. Raising awareness of Irish Medium Youth Work within the EA & DE through invitation & opportunity to attend celebrations events. 	<ul style="list-style-type: none"> Maintain an 80% satisfaction rating with training participants Maintain a minimum of 90% completion rate on all courses delivered
--	--	--	--

<p>Volunteers</p>	<p>FNN Regional Project:</p> <ul style="list-style-type: none"> To deliver training through the medium of Irish to 100 young people completing OCN training at level 2 and 3 over an 18-month period which will significantly enhance the quality and capacity of IM youth services 	<ul style="list-style-type: none"> To enhanced & improve Leadership & Communication skills amongst volunteers Increased ability of trainees in delivering youth work programmes to young people. Enhanced opportunities to recruit, maintain & bring volunteers through our sector. Improving the Building capacity of the sector regionally. Employment opportunities young people gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector on a Regional level. Accredited training achieved for emerging young leaders Increased capacity with the IM sector with more young people with youth work qualifications coming through the process Enhanced opportunities for young people who have participated and completed programme whilst gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector. -To enhanced & improve Leadership & Communication skills amongst volunteers -Increased ability of trainees in delivering youth work programmes to young people. -Enhanced opportunities to recruit, maintain & bring volunteers through our sector. Improving the Building capacity of the sector regionally. -Employment opportunities young people gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector on a Regional level. Accredited training achieved for emerging young leaders Increased capacity with the IM sector with more young people with youth work qualifications coming through the process 	<ul style="list-style-type: none"> Maintain an 80% satisfaction rating with training participants Maintain an minimum of 90% completion rate on all courses delivered
--------------------------	---	--	---

	<ul style="list-style-type: none"> To deliver 4 celebration events throughout the 18-month period <p>FNN Regional Development Specification</p> <ul style="list-style-type: none"> A Quality Assurance Framework for the Irish Medium Youth Work Sector. 	<ul style="list-style-type: none"> Enhanced opportunities for young people who have participated and completed programme whilst gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector. To celebrate the work & achievements of the IM units & will recognise talents & abilities of the young people. Young people being nominated for awards to recognise their achievements from across the Region Increased numbers of young people engaging with the IM sector through local & Regional provision gaining recognition & celebrating their successes. Increased awareness for families of young people in the importance of recognising & celebrating young people's achievements. Young people being celebrated for the positive contributions they are making to the Irish Medium sector. Service users within the Irish Medium sector having an increased awareness of the different youth work programmes being delivered. Increased public & sectoral awareness. Increased opportunities for collaboration within the wider sector. Raising awareness of Irish Medium Youth Work within the EA & DE through invitation & opportunity to attend celebrations events. Provide a Quality Assurance framework for Youth Work through the medium of Irish for member groups. 	<ul style="list-style-type: none"> Maintain an 80% satisfaction rating with training participants Maintain a minimum of 90% completion rate on all courses delivered TBC September 2022
--	---	---	--

	<ul style="list-style-type: none"> • A range of media based Programme Resources • Online, downloadable and printable Promotional materials • An Online Support Platform that will act as a key access point for IM groups to EA services and support. • Create a Central Database of resources, information and networks. • A hub of materials that support groups to identify best practice. • A platform for the registration of member organisations. 	<ul style="list-style-type: none"> • Downloadable PDFs and media-based programme resources created for hosting on the EA Website to share with the wider youth sector. • Media based promotional materials promoting the value of IM Youth work. • Shared via social media channel. • Promotional posters • Film based content including subtitles. • Develop an online support platform which will act as an information, support and advice service for members, children and young people, their families and local schools and communities • Create a central database for Youth Work through the medium of Irish curriculum and learning resources and training materials. • Repository for practice exemplars and case studies identifying good practice • Providing an online registration point for new members 	
--	--	--	--

	<ul style="list-style-type: none"> The creation of a Directory of members and support services available to the sector. The creation of a platform for the provision of learning resources Training and networking opportunities that will increase the capacity of staff and volunteers. 	<ul style="list-style-type: none"> Create a directory of current members and support networks to be shared online. Design and develop age appropriate and differentiated programmes, learning resources and training manuals for 9-13 years and 14-18 years for Youth Work through the Medium of Irish. <ol style="list-style-type: none"> Health and Wellbeing x2 Learning and Achieving x2 Good Relations x2 Participation x2 Inclusion, Diversity and Equality of Opportunity x2 Living in Safety and Stability x2 Deliver 5 regional training sessions delivered annually, in different venues within EA Locality Areas to a minimum of 30 staff and volunteers at each which: <ul style="list-style-type: none"> Provide training on the use of resources developed as part of this specification That promote and highlight the online resources That develop networking opportunities between Irish Medium Youth Work Provision and Non-Irish Medium Youth Work Provision 	
Part-Time Youth Workers	FNN Regional Project: <ul style="list-style-type: none"> To deliver training through the medium of Irish to 100 young people completing OCN training at level 2 and 3 over an 18-month period which will significantly enhance the quality and capacity of IM youth services 	<ul style="list-style-type: none"> To enhanced & improve Leadership & Communication skills amongst volunteers Increased ability of trainees in delivering youth work programmes to young people. Enhanced opportunities to recruit, maintain & bring volunteers through our sector. 	<ul style="list-style-type: none"> Maintain an 80% satisfaction rating with training participants Maintain an minimum of 90% completion rate on all courses delivered

		<ul style="list-style-type: none"> • Improving the Building capacity of the sector regionally. • Employment opportunities • young people gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector on a Regional level. • Accredited training achieved for emerging young leaders • Increased capacity with the IM sector with more young people with youth work qualifications coming through the process • Enhanced opportunities for young people who have participated and completed programme whilst gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector. • -To enhanced & improve Leadership & Communication skills amongst volunteers • -Increased ability of trainees in delivering youth work programmes to young people. • -Enhanced opportunities to recruit, maintain & bring volunteers through our sector. • Improving the Building capacity of the sector regionally. • -Employment opportunities • young people gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector on a Regional level. • Accredited training achieved for emerging young leaders • Increased capacity with the IM sector with more young people with youth work qualifications coming through the process • Enhanced opportunities for young people who have participated and completed programme whilst gaining accredited qualification to volunteer/seek employment within the Irish Medium Youth sector. 	
--	--	--	--

	<ul style="list-style-type: none"> To deliver 4 celebration events throughout the 18-month period <p>FNN Regional Development Specification</p> <ul style="list-style-type: none"> A Quality Assurance Framework for the Irish Medium Youth Work Sector. A range of media based Programme Resources 	<ul style="list-style-type: none"> To celebrate the work & achievements of the IM units & will recognise talents & abilities of the young people. Young people being nominated for awards to recognise their achievements from across the Region Increased numbers of young people engaging with the IM sector through local & Regional provision gaining recognition & celebrating their successes. Increased awareness for families of young people in the importance of recognising & celebrating young people's achievements. Young people being celebrated for the positive contributions they are making to the Irish Medium sector. Service users within the Irish Medium sector having an increased awareness of the different youth work programmes being delivered. Increased public & sectoral awareness. Increased opportunities for collaboration within the wider sector. Raising awareness of Irish Medium Youth Work within the EA & DE through invitation & opportunity to attend celebrations events. <ul style="list-style-type: none"> Provide a Quality Assurance framework for Youth Work through the medium of Irish for member groups. Downloadable PDFs and media-based programme resources created for hosting on the EA Website to share with the wider youth sector. 	<ul style="list-style-type: none"> TBC September 2022
--	---	--	--

	<ul style="list-style-type: none"> • Online, downloadable and printable Promotional materials • An Online Support Platform that will act as a key access point for IM groups to EA services and support. • Create a Central Database of resources, information and networks. • A hub of materials that support groups to identify best practice. • A platform for the registration of member organisations. • The creation of a Directory of members and support services available to the sector. • The creation of a platform for the provision of learning resources 	<ul style="list-style-type: none"> • Media based promotional materials promoting the value of IM Youth work. • Shared via social media channel. • Promotional posters • Film based content including subtitles. • Develop an online support platform which will act as an information, support and advice service for members, children and young people, their families and local schools and communities • Create a central database for Youth Work through the medium of Irish curriculum and learning resources and training materials. • Repository for practice exemplars and case studies identifying good practice • Providing an online registration point for new members • Create a directory of current members and support networks to be shared online. • Design and develop age appropriate and differentiated programmes, learning resources and training manuals for 	<ul style="list-style-type: none"> • Maintain an 80% satisfaction rating with training participants • Maintain an minimum of 90% completion rate on all courses delivered
--	--	---	---

	<ul style="list-style-type: none"> Training and networking opportunities that will increase the capacity of staff and volunteers. 	<p>9-13 years and 14-18 years for Youth Work through the Medium of Irish.</p> <ol style="list-style-type: none"> 1. Health and Wellbeing x2 2. Learning and Achieving x2 3. Good Relations x2 4. Participation x2 5. Inclusion, Diversity and Equality of Opportunity x2 6. Living in Safety and Stability x2 <ul style="list-style-type: none"> Deliver 5 regional training sessions delivered annually, in different venues within EA Locality Areas to a minimum of 30 staff and volunteers at each which: Provide training on the use of resources developed as part of this specification That promote and highlight the online resources That develop networking opportunities between Irish Medium Youth Work Provision and Non-Irish Medium Youth Work Provision 	
CPD – Continuous Professional Development for Professional Staff			
Managers	<p>FNN Regional Development Specification</p> <ul style="list-style-type: none"> A Quality Assurance Framework for the Irish Medium Youth Work Sector. <p>FNN Regional Strategic Specification</p>	<ul style="list-style-type: none"> Provide a Quality Assurance framework for Youth Work through the medium of Irish for member groups. 	<ul style="list-style-type: none"> TBC September 2022 TBC December 2022

	<ul style="list-style-type: none"> Quarterly updates to EA registered Local Members Celebrating Success Effective Resources to Measure Youth Work Outcomes Annual Training Needs Analysis with all EA Member Organisations An Effective Quality Assurance System 	<ul style="list-style-type: none"> Information provided quarterly to members highlighting upcoming events and opportunities for Organisations and Young People Information shared on behalf of EA to EA Local Registered Membership Organisations Achievements of EA Local Registered Members celebrated and recognised annually by regional strategic funded body Provide a range of ongoing resources to support the measurement of youth work for; <ol style="list-style-type: none"> Engagement Framework Outreach/Detached Framework Youth Work Outcomes Framework Assessment of Training Needs Completed annually to inform workforce development strategy Summary report of findings reported to EA Annually Effective Quality Assurance System/Process provided for all EA Registered Local Members Quality Assurance Practice fully implemented with all Member Organisations Data Provided as a result of the Quality Assurance system for reporting annually to EA 	
--	---	--	--

	<ul style="list-style-type: none"> • A high level of Satisfaction with members across all support areas • Quality Assurance of Safeguarding Practice and Procedures • Workforce Development Strategy 	<ul style="list-style-type: none"> • Minimum of 80% Satisfaction across each area noted below: <ol style="list-style-type: none"> 1. Quality Assurance Support 2. Support to Measure youth work outcomes 3. Membership Services 4. Safeguarding & Child Protection Support 5. Workforce Development 6. Curriculum Support 7. Representation and Collaboration 8. Organisational Governance Support • Results of Satisfaction provided as part of the annual report to EA • Quality Assurance review completed annually with member organisations on the implementation of Safeguarding Policy, practice & procedures • Results of Satisfaction provided as part of the annual report to EA • Workforce Development strategy developed and produced for the period of funding based on the training needs analysis of member organisations • Delivery of Training outlined in strategy provided to member organisations • Workforce Development Strategy Provided to EA 	
--	---	--	--

	<ul style="list-style-type: none"> • Quality Assurance Training • Youth Work training outcomes • Safeguarding and Child Protection Training 	<ul style="list-style-type: none"> • All EA Registered Local Members Trained on the application of Quality Assurance Systems within their organisations • Minimum 80% of participants satisfied (and/or very satisfied) with training delivered • Support to organisations provided at the request of EA as a result of issues/concerns highlighted as part of Moderation Visits • Training Provided to EA Local Registered Members to effectively evaluate and report on; <ol style="list-style-type: none"> 1. Youth Work Outcomes 2. Engagement Framework 3. Outreach/Detached Framework • Minimum 80% of participants satisfied (and/or very satisfied) with training delivered • Support to organisations provided at the request of EA as a result of issues/concerns highlighted as part of Moderation Visits • Training Provided to EA Local Registered Members on safeguarding practice, policies and procedures in line with 'at time' legislation and DE guidance • Minimum 80% of participants satisfied (and/or very satisfied) with training delivered 	
--	--	--	--

	<ul style="list-style-type: none"> Youth Work Curriculum training Participative Structures Youth Work Curriculum Support to member organisations 	<ul style="list-style-type: none"> Support to organisations provided at the request of EA as a result of issues/concerns highlighted as part of Moderation Visits Training Provided to EA Local Registered Members on the delivery of the Youth Work Curriculum Training Provided to EA Local Registered Members on curriculum resources provided by the regional strategic funded organisation Minimum 80% of participants satisfied (and/or very satisfied) with training delivered Support to organisations provided at the request of EA as a result of issues/concerns highlighted as part of Moderation Visits Ensure all EA Local Member organisations have participative Structures in place to ensure the voice of children and young people is included the design and delivery of services (locally and regionally) Easily accessible and age- appropriate curriculum resources provide to EA member organisations Resource provided are unpinned by evidence and evaluation 	
--	---	---	--

	<ul style="list-style-type: none"> • Embedding CRED • Embedding the Emotional Health and Wellbeing Framework • Support to EA Local Registered Members on the Design and Implementation of Safeguarding & Child Protection Policies & Procedures 	<ul style="list-style-type: none"> • Resources provided for all Closing the Gap areas for action as identified in the Regional Youth Development Plan • Easily accessible and age- appropriate curriculum resources provide to EA member organisations • Guidance and support provided to organisations to effective implementation of the CRED policy within member organisations • CRED policy embedded within the regional strategic funded organisation • Easily accessible and age- appropriate curriculum resources provide to EA member organisations • Guidance and support provided to organisations to ensure wellbeing for all • Framework embedded within the regional strategic funded organisation • Organisations operate in line with current legislative requirements and DE Circulars • Recruitment and vetting procedures in place for the delivery of regulated youth activities • Support to organisations provided at the request of EA as a result of issues/concerns highlighted as part of Moderation Visits 	
--	--	---	--

	<ul style="list-style-type: none"> Governance Support to EA local registered members 	<ul style="list-style-type: none"> Provide at the request of EA or the Local Registered Member organisation for governance guidance and support in the following areas; <ol style="list-style-type: none"> ETi Inspection Legal & Insurance Audit Financial Risk Management Education Visits Practice Capital/Estate & Asset Management Child Protection & Safeguarding Provide Policy and Procedures, Guidance and Advice support based on assessed need and emerging legislation affecting youth work delivery 	
	<ul style="list-style-type: none"> Access NI Support to EA local registered members 	<ul style="list-style-type: none"> Support provided to all EA Local Members Organisations to Access NI Check paid and volunteer staff Support to organisations provided at the request of EA as a result of issues/concerns highlighted as part of Moderation Visits 	

