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THE WORKFORCE DEVELOPMENT PLAN FOR THE YOUTH WORK SECTOR IN WALES

This plan has been developed and facilitated by ETS Cymru Wales & The Workforce Development Implementation and Participation Group. This work has been funded by Welsh Government.

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1. Introduction

1.1 Foreword

'The (Youth Work) sector needs to move away from an approach to workforce development and training that is piecemeal and opportunistic towards one that is systematic, progressive and sustainable.' That's the view of the Interim Youth Work Board in its final report, *Time to Deliver for the Young People of Wales (2021)*. They recommended a workforce development plan for the whole of the Youth Work sector to help give that planned, coherent approach, as part of ensuring a sustainable model for Youth Work in Wales.

The Youth Work Strategy Implementation Board (IB), the body responsible for putting into action the recommendations of *Time to Deliver*, then commissioned a Workforce Development Implementation Participation Group (WDIPG), made up of representatives from all over the Youth Work sector, to develop a plan to enable the Youth Work workforce to receive the support, training, development and qualifications they need to be better able to serve the young people of Wales. Does it do the job? That's for you to say in the consultation that's taking place throughout January, with the aim of the Youth Work Workforce Development Plan being ready for launching from April 2025.

Bear in mind this is a draft three-year strategic plan rather than a detailed delivery plan – that will come out in March once we're clear about the Workforce Development Plan, some of which will happen in year one, with other parts taking longer. We're already seeing the benefits of this summer's Skills and Training Audit, which identifies what youth workers, youth support workers and volunteers need in terms of Youth Work qualifications, professional learning and development – so far 135 people have been on courses since January 2024.

This Youth Work Workforce Development Plan, owned by the sector, is for those who do Youth Work, those who lead and manage Youth Work, and those who fund, employ and strategically direct Youth Work. Its aim is to make us all more effective in serving young people.

We commend this consultation draft to you and look forward to your responses.

Jo Sims – Chair of the Workforce Development Implementation Participation Group

Steve Drowley – Chair of Education Training Standards Cymru | Wales



1.2 Background

Youth Work in Wales has a rich history stretching back decades, supporting, guiding and improving young peoples' lives through a skilled intervention based on a non-formal education approach. Youth Work is underpinned by National Occupational Standards (NOS), its own qualifications framework and *Youth Work in Wales: Principles & Purposes*. Youth Work plays a valued role in the education, personal and social development of young people by developing trusting relationships with young people over time and by providing safe spaces where young people can socialise, learn and have fun.

As with any sector or profession, Youth Work Wales's greatest asset is its workforce. Whilst the sector continues to feel the pressures and strain during a prolonged period of austerity and against the backdrop of increased demand with fewer resources to meet this demand, the sector remains resilient and innovative, as evidenced in the Estyn Review of Youth Support Services (2018). As of April 2017, qualified professional youth workers and youth support workers, who are employed as such, are required to register with the Education Workforce Council, the regulator for the education workforce in Wales, alongside teachers, adult / work-based learning and further education staff.

Youth Work is delivered in a statutory capacity through the 22 local authorities and benefits from a strong voluntary sector workforce. In addition, some other sectors employ Youth Workers, who offer Youth Work to benefit young people and their communities, such as: The NHS, Housing, Armed Forces, National Trust and uniformed / armed services.

1.3 Rationale

In 2016, the Senedd's Children Young People and Education Committee carried out an inquiry into Youth Work in Wales. In response to the inquiry, the Interim Youth Work Board was established, which made thirteen recommendations in its report *Time to Deliver for Young People in Wales*. This workforce development plan has been developed in response to Recommendation 13 'Welsh Government needs to build on its commitment to develop and promote the youth work profession with a career structure offering progression'. The plan sets out the vision and ambition for the youth work workforce by ensuring that the sector remains flexible, responsive, inclusive and sustainable in the context of a fast-changing environment by:

Addressing Skills Gaps: This plan, rooted in the Youth Work Skills and Training Audit (July 2024 + link), will build on the strengths and address the existing and future skills gaps within the Youth Work sector by providing tailored training and development programmes that equip Youth Work practitioners with the necessary competencies to engage effectively with young people and improve their life chances.

Meeting Diverse Needs: Wales is a diverse nation with both young people and a workforce from various backgrounds, abilities, aspirations, and circumstances. A workforce development plan will help to ensure that Youth Work practitioners are equipped to meet the diverse needs of young people, including those from marginalised communities, ethnic minorities, and disadvantaged backgrounds.

Professionalisation of the Sector: By investing in workforce development, Youth Work can achieve the requirements of its formal professionalisation, leading to greater recognition of Youth Work across society. Professionalisation promotes further confidence and can be an important element in attracting more people into the profession and improving retention rates among the existing workforce, by following the progression route outlined in section 4.

Adapting to Changing Contexts: The Youth Work sector operates within a constantly evolving social, economic, and political context. A dynamic workforce development plan enables organisations and practitioners to adapt to these changes by providing continuing training and professional development

opportunities, covering topics such as knife crime, anti-social behaviour, working with NEETS and Post 16, LGBTQ+ amongst a range of complexities which effect young people. It is recognised that youth workers are best placed to work with young people in addressing these issues due the nature of the voluntary professional relationships built.

Promoting Innovation and Best Practice: Within this plan, objectives will include the introduction of sharing of best practice, innovation, and collaboration among youth workers and organisations. This fosters a culture of learning and improvement within the sector.

Supporting Career Progression: For individuals working in Youth Work, a workforce development plan can provide clear pathways for career progression, including opportunities for professional learning, specialisation, and leadership roles within the sector.

Aligning with National Priorities: The workforce development plan is aligned with national policies and priorities relevant to Youth Work, ensuring that Youth Work contributes effectively to broader social and economic objectives, such as improving educational attainment, reducing youth unemployment, increasing social inclusion and ensuring positive outcomes for young people, whilst not losing its unique focus of youth work in and of itself.

Overall, a workforce development plan for Youth Work in Wales is crucial for building a skilled, motivated, and responsive workforce that can effectively support the holistic development and well-being of young people across the country.

1.4 Consultation and Stakeholder Engagement

During the design and creation stages of this Workforce Development Plan, members of the Workforce Development Implementation Participation Group (WDIPG), ETS Wales and Welsh Government were involved and consulted through all drafts. A Youth Work Consultant was also commissioned to research issues affecting practitioners and senior leaders across the sector, ensuring that these are factored into this plan.

This plan will provide a template for, and aid in the transition to a national body, if the Minister decides to proceed with that recommendation of the Interim Youth Work Board. If not, the plan provides the basis for any future national workforce development plan for Youth Work to ensure that this plan is representative of and endorsed by the sector, the consultation process has run and will continue as follows:

- Phase 1 - A task and finish sub-group (of the WDIPG) was established to develop and approve a draft plan.
- Phase 2 - The draft Workforce Development Plan is presented to the Workforce Development IPG for sign off and approval.
- Phase 3 - Engagement with key strategic partners and groups such as the Principal Youth Officers Group (PYOG), CWVYS Workforce Development Group.
- Phase 4 - Formal consultation begins with the Youth Work workforce across Wales.

1.5 Vision and ambition for Youth Work in Wales

Our vision is to ensure that the young people of Wales (some of whom will become Youth Workers themselves) continue to receive a world class service from the Youth Work workforce, one which meets their needs in a fast-changing context. Our vision is also to ensure that Welsh Government and those who practice as Youth Workers and organisations that employ Youth Workers aim to ensure that the

conditions and opportunities for their Youth Work staff and volunteers are fully supported by investing in them.

Our ambition is that we will strive for the following:

- High levels of staff engagement, motivation, well-being, and satisfaction
- Better recruitment and retention through attractive and flexible working conditions, professional learning, and career development opportunities
- A well trained and knowledgeable workforce, committed to Youth Work values and principles able to meet the changing needs of young people.
- A compassionate culture with skilled and capable leaders and managers
- Increased numbers of Welsh language Youth Work practitioners.

2. Youth Work Governance Framework

In Wales, Youth Work is shaped by a comprehensive policy and legislative framework that emphasises the importance of supporting young people's development, well-being, and participation in society. Youth Workers and Youth Work organisations make valued contributions to a few Welsh Government policies that are not directly aimed at Youth Workers. Some key elements of the policy context for Youth Work in Wales are demonstrated in the summary map below:

Policies, legislation & guidance linked to Youth Work delivery

Well-being of Future Generations (Wales) Act 2015

Youth Work help the Welsh Government to further its seven well-being goals using a variety of methods.

Learning and Skills Act 2000

Local Authorities are mandated to offer secure provisions and Youth Support Services for young people.

Curriculum and Assessment (Wales) Act 2021

Youth Work makes a valued contribution to the 4 purposes of the curriculum

The Youth Engagement and Progression Framework 2022

Youth Work plays a vital role in re-engaging young people who are not in education, employment or training (NEET) or becoming homeless by providing adequate provision and support.

Policies that directly involve Youth Work

National Youth Work Strategy for Wales (2019)

The Strategy is aimed at the Youth Work workforce. Its 5 clear aims set the strategic direction of Youth Work in Wales.

Principles and Purposes of Youth Work in Wales (2022)

The sector's document which presents the principles and purposes of Youth Work in Wales.

The National Occupational Standards (NOS) 2019

The Youth Work NOS set out the aims and competencies required by practitioners to deliver Youth Work

Time to deliver for young people in Wales (2021)

The Workforce Development Plan responds to recommendation 13 of Time to Deliver for Young People in Wales, setting the vision and ambition for the Youth Work workforce

Youth Work in Wales Policy and Context

The United Nations' Convention on the Rights of the Child (UNCRC) 1990

Youth Work Practitioners strive to ensure Youth Work is offered through a rights based approach.

Youth Work makes a contribution to a number of Welsh Government priorities, including but not limited to: The Children Act (2004), the Rights of Children and Young Persons (Wales) Measure (2011), Social Services Wellbeing (Wales) Act (2016), Cymraeg 2050, Anti-Racist Wales Action Plan and LGBTQ Action Plan for Wales. These Acts, Measures and Plans refer in different ways to the need to ensure that young people have a clear voice in the decision-making processes affecting them.

Youth Work has the potential to contribute to these agendas by demonstrating and promoting how young people aged 11-25 can be placed at the heart of decision making.

The policy context for Youth Work in Wales reflects a commitment to promoting the well-being and empowerment of young people, fostering their participation in society, and ensuring the provision of high-quality Youth Work services that meet their diverse needs.

The new statutory framework for Youth Work in Wales currently being consulted upon is proposing changes to the Directions and Guidance for Youth Work, and to the legislative definition of Youth Work. These will be included once the new framework is agreed.

3. Current Workforce

The current Youth Work workforce in Wales is diverse, comprising professionals with a range of qualifications, backgrounds, and experiences. Youth Work in Wales is delivered primarily through both the 22 local authorities and multiple voluntary sector organisations with the latter having the option to become members of CWVYS.

It is a legal requirement for any paid Youth Worker or Youth Support Worker who holds, or is working towards, a recognised qualification and who is delivering youth development services to register with the Education Workforce Council (EWC) which is linked to specific [JNC](#) recognised Youth Work qualifications.

[EWC Data](#) is published annually which outlines the number of registered Youth Workers, Youth Support Workers and those working towards a qualification outlined in the [EWC schedule](#). Currently, there are more registered Youth Support Workers, than Youth Workers.

In March 2024, EWC Data shows that 18.0% of Youth Support Workers indicate that they can speak Welsh and 13.5% have declared that they are able to work through the medium of Welsh (16.9% unknown in both).

In addition to EWC data relating to the registered workforce, other research has been undertaken to map the extent of the Youth Work workforce in Wales such as:

- Mapping Research conducted by [Elizabeth Bacon \(2023\)](#), funded through the KESS Programme: Mapping and analysing the voluntary Youth Work sector in Wales, which detailed that there were 938 voluntary Youth Work organisations in Wales.
- [The Skills and Training Audit, 2024](#)

3.1 Skills and Training Audit

Alongside the development of this plan, ETS Wales and the Workforce Development IPG commissioned Data Cymru to develop a Skills and Training Audit which is designed to map the current skills and qualification levels across the sector, as well as the current and future training needs across the sector. The last time a similar audit was carried out was in 2013 across local authorities. The

interim period has seen training needs evolve significantly. In response, whilst the previous audit was used as a template, a number of changes were necessary and have been made for the 2024 Skills and Training Audit (SATA). Two surveys were circulated to the sector, one eliciting responses from individuals to ascertain the practitioner's ability to meet the needs of young people they are working with. The other survey was aimed at organisations from across the voluntary / third sector and local authorities to understand the recruitment and retention issues, along with the need to develop the workforce. For the survey of individuals, 501 responses were received, whilst 44 responses were received from the survey of organisations, with a breakdown of 24 from voluntary sector organisations and 20 from local authorities. From that audit, 8 recommendations were made and a training programme produced. More information is available [here](#).

The findings showed that over 700 practitioners do not hold the minimum qualification level to register as a youth support worker with EWC i.e. that they do not hold a level 3 qualification or above. However, this includes a broad range of people including volunteers and part time workers. Whilst not all these people would wish to go further with their youth work qualifications, those who wish to remain as Youth Support Workers, and therefore to be able to register with EWC from May 2025, will need to undertake additional training. The training plan, which is funded through Welsh Government has a strong focus on supporting those people who wish to progress to this level.

Additionally, organisations recorded that 80.5% of respondents indicated that their organisation has been affected by recruitment and retention problems, where the highest outcome of that result had 72.7% of respondents explaining that staff were working beyond their capacity as a result.

4. Youth Work Qualifications and Progression Route

AIM:

Within three years, The Youth Work workforce will have a systematic, progressive, and sustainable approach to developing Youth Work as a profession, with clearly articulated opportunities for progression.

WHY ARE WE DOING THIS?

The workforce is the Youth Work sector's greatest asset and, to ensure sustainability, the sector needs a clear purpose and sense of direction. We recognise the need to work strategically and ensure that the sector has an attractive and clear career structure that provides reward and progression at all levels of the profession. The sector has a clear route to becoming a qualified youth worker ([Education and Training Standards Wales](#)), and we need to work collaboratively with Welsh Government and other key stakeholders to secure funding for organisations leading and delivering youth work.

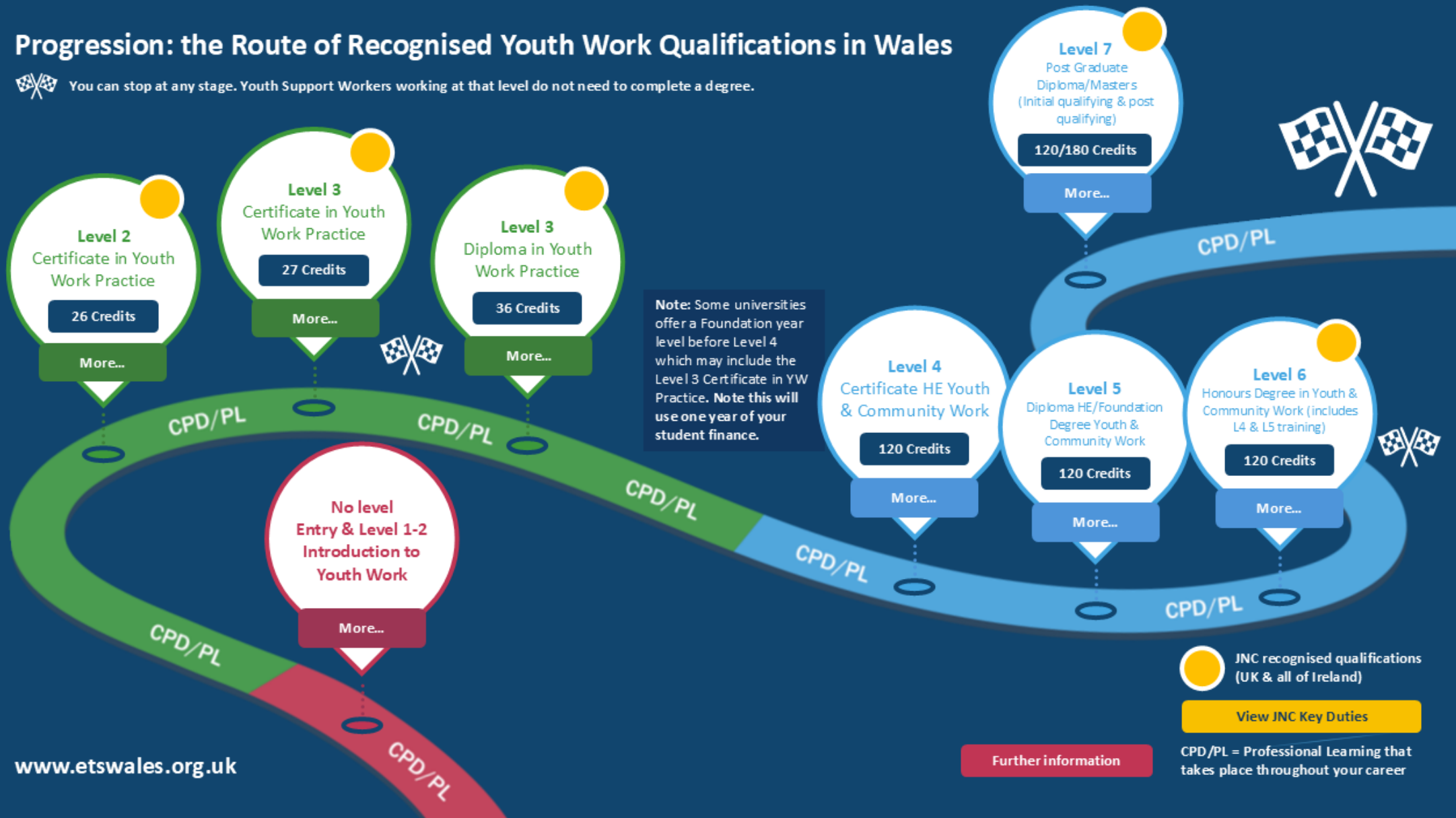
To do this it is our intention to:

Objective 1	Develop a national strategy to enable a continual progression route for Youth Work practitioners to gain JNC Youth Work qualifications and enable them to meet registration requirements, this will include young people, volunteers, Youth Support Workers, and Youth Workers.
Objective 2	Develop, co-ordinate and support the delivery of training and career development opportunities locally, nationally, and regionally. Develop expertise and specialist subject knowledge that can be shared to improve Youth Work practice and support localised needs.
Objective 3	Promote the Youth Work progression route to all within the sector, so that the qualifications journey is transparent and understood, with the addition of using the route to attract people into the sector.
Objective 4	Review the way in which youth support worker qualifications are delivered and assessed to ensure the qualification is accessible to those who work part-time and to those not able to commit to full days of delivery, so that practitioners have flexibility and can choose the right course for them.
Objective 5	Reviewing alternative ways of delivering qualifications, such as the apprenticeship offer within Wales for practitioners to qualify as a Youth Support Worker.
Objective 6	ETS to continue to make use of the JNC endorsement processes in order to ensure the quality of professional qualifications meets the needs of the Youth Work sector; and to develop an approval process to ensure standards are upheld and consistent in other professional learning and training courses.
Objective 7	Ensure there is provision for all learners to be able to achieve, by recruiting and promoting courses to under-represented minority groups and ensure the courses are accessible for those who need additional learning support.
Objective 8	Invest in the infrastructure for trainers and assessors who can train, assess and quality assure Youth Work qualifications confidently and develop training for supervisors, supporting Youth Workers in training.



Progression: the Route of Recognised Youth Work Qualifications in Wales

You can stop at any stage. Youth Support Workers working at that level do not need to complete a degree.





5. Professional learning for the Workforce

AIMS

To enhance the professional competencies, knowledge, and practices of Youth Workers in Wales through a dynamic, inclusive, and culturally relevant learning strategy that fosters ongoing development, supports diverse young people's needs, and aligns with national priorities for Youth Work.

A unique brand for Youth Work in Wales will be established and promoted. This branding will highlight the distinctive and positive contribution that Youth Work makes to the lives of young people, as well as to broader communities and society in Wales.

WHY ARE WE DOING THIS?

It is essential that Youth Work practitioners, leaders and managers continue to recognise and meet the needs of young people within their communities. This plan will enable strategic decision makers to ensure policy meets the needs of Youth Work practitioners, using a variety of engagement methods. National approaches to professional development and learning have been few and far between in recent years due to several issues including Covid 19, austerity, recruitment and retention issues, which have had a significant effect on professionals and organisations.

To do this it is our intention to:

Objective 1	Work collaboratively with key stakeholders to strengthen the professional learning offer within the Youth Work Sector, which is available to young people, volunteers, Youth Support Workers, Youth Workers, and Youth Work leaders and managers, to support the development of the Youth Work profession and career structure.
Objective 2	Work collaboratively with the Youth Work Leadership and Management Steering Group, and the National Academy for Educational Leadership to strengthen leadership development opportunities for the Youth Work sector and provide opportunities for promotion and career development.
Objective 3	Develop a strategy to regularly identify and prioritise professional learning needs and opportunities within the sector, so that practitioners are in a better position to support young people through emerging needs.
Objective 4	Further sustain and develop work with segmented strategic networks to share innovation and creative practices, which can be disseminated through Wales.
Objective 5	Work with partners to develop a bank of training resources and assessment methods that can be replicated at an organisation level and within regions, which will be available to trainers across Wales and owned by the sector.
Objective 6	Promote a strategic approach to the development of professional learning for the Youth Work and allied sectors, to enable them to respond quickly and effectively to future challenges that impact upon young people's outcomes and overall well-being.
Objective 7	Develop a process and communications framework whereby training and qualification opportunities can be promoted directly to practitioners to enhance the reach of training across Wales.
Objective 8	Develop innovative and creative methods of professional learning by means of creating training events that are a mixture of traditional and non-traditional

	methods of training, such as Podcasts, mentoring, effective supervision and peer-led research opportunities with others across the sector.
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Professional learning for youth workers is crucial for enhancing their skills, knowledge, and effectiveness in supporting young people. Building on the evidence from the Skill and Training Audit, ETS Cymru Wales has developed a range of training opportunities available for youth work practitioners and will continue to add to the training programme. To find out more follow the link here:

<https://tinyurl.com/9wdr4c46>.

To receive regular updates on available courses, sign up to ETS Cymru Wales mailing list by clicking here: <http://eepurl.com/iNf3n-/>.

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6. Welsh Language and Culture

AIMS

It is Welsh Government's aim to achieve 1 million Welsh speakers by 2050, with the introduction of the Welsh Language and Education (Wales) Bill, where there are proposed changes to the way Welsh language education is planned and delivered, with an aim that all young people become independent Welsh language users by the time they reach the end of compulsory school age. The Youth Work sector has a key role in helping to achieve this aim. Increasing the number of Welsh speaking Youth Workers who can work with young people through the medium of Welsh should continue to be a priority.

WHY ARE WE DOING THIS?

Recruitment and retention of Welsh language practitioners is a challenge within the Youth Work sector and wider. It is crucial, however, that the sector is required to adhere to the Welsh Language Standards and will support Welsh Government in its target to have one million Welsh speakers by 2050 and offer young people opportunities to celebrate Welsh culture.

Objective 1	Develop innovative opportunities for practitioners to communicate in Welsh and to gain confidence in delivering a provision for young people through the medium of Welsh, such as sabbatical placements and mentorship programmes.
Objective 2	Develop long term transitional opportunities for Youth Work practitioners to engage in professional learning that will enhance their knowledge and skills in Welsh Culture, to enable them to deliver activities for young people to learn about their Welsh heritage, culture and language.
Objective 3	Invest in developing a base line of Youth Work practitioners who can deliver, assess and quality assure qualifications across Wales. This will enable tutors to facilitate more specific professional learning and Youth Work qualifications, through the medium of Welsh.
Objective 4	Encourage Welsh Language practitioners to engage in professional learning and qualifications to be able to apply for leadership and management positions.
Objective 5	Develop opportunities for non-Welsh speakers to learn Welsh and grow in confidence in using the language, with the scope to celebrate Welsh language and be able to offer a provision for young people by promoting existing programmes and organisations such as Dysgu Cymraeg.
Objective 6	Develop targeted recruitment campaigns that have a focus on Welsh Language based Youth Work opportunities for practitioners in the workplace and Youth Work qualifications such as Level 3 Certificate in Youth Work Practice and the Degree programmes.
Objective 7	Ensure the voices of Welsh language practitioners are captured when designing and implementing policy and strategies for the Youth Work sector in Wales.
Objective 8	Develop a national network of Welsh medium Youth Workers across all providers to support delivery of Welsh medium Youth Work. This will provide an opportunity to share expertise, develop resources and a more cohesive approach to support provision.

7. Meeting the needs of the young people through the development of the workforce

Aim:

To ensure that the delivery of professional development opportunities, Youth Work qualifications and innovative methods is maintained at a high standard to meet the needs of young people by means of supporting Youth Work practitioners through their learning journey.

Why are we doing this?

Retention of Youth Work staff is a significant issue within the maintained and voluntary sectors which urgently requires addressing in order to develop a sustainable workforce. This workforce development plan and strategy identifies issues relating to workforce recruitment and retention and includes strategic and practical solutions to address them.

To do this it is our intention to:

Objective 1	Work collaboratively with Welsh Government and other groups to share and inform workforce development updates, training, and development opportunities, that are fit for purpose and able to communicate directly to youth work practitioners.
Objective 2	Work with sector colleagues to ensure that training and skill development needs are captured to reflect the needs of young people, with the addition of aligning to new and emerging national priorities.
Objective 3	Based on results from an annual training needs analysis, develop a training programme that is funded, flexible, suitable, and accessible to Youth Work practitioners, to more effectively meet the needs of young people.
Objective 4	Work with young person led participation forums, to establish how the workforce can meet the needs of young people, by utilising the forums that have already been established.
Objective 5	Ensure there are effective methods of evaluation, to identify the success of the training offered, and whether it is suitable to meeting the desired outcomes.
Objective 6	Promote a strategic approach to the development of professional learning for the Youth Work sector and sectors that support or are supported by Youth Work, to enable them to respond quickly and effectively to future challenges that impact upon Youth Work practitioners and their delivery when working with young people.
Objective 7	Develop methods to forecast future needs of young people and future policy areas that will affect Youth Workers' response in their ability to support young people and deliver a provision.
Objective 8	Work with Youth Work sector leads to ensure understanding of the needs of the young people they are working with

8. Promoting Youth Work as a career option

Aim:

To establish practical initiatives and strategies to promote Youth Work as a career option, which is essential for attracting talented individuals who are passionate about making a positive difference in the lives of young people.

Why are we doing this?

Recruitment of Youth Work practitioners remain a challenge across the sector in Wales. Although this issue is not unique to Youth Work, it is disproportionate in comparison to other sectors within Wales. An intention of this plan is to make Youth Work an attractive career pathway, which increases enrolment onto Youth Work qualifications, thereby increasing the potential size of the workforce across Wales and creating more capacity for Youth Work organisations, thus increasing opportunities for young people.

To do this it is our intention to:

Objective 1	Work collaboratively with Welsh Government to devise and develop a long-term marketing strategy and plan to promote professional Youth Work Training, and Youth Work as a career. Disseminate the strategy to promote Youth Work as a professional and rewarding career, using a range of methods.
Objective 2	Review and monitor the need for a bursary system, that mirrors those in place for teaching and social work and test whether there is scope to fund Initial Youth Worker Education (IYWE).
Objective 3	Work with partners across Wales to ensure Workforce Development remains on the agenda and is appropriately funded, especially if a National Body for Youth Work is developed.
Objective 4	Review the need and if necessary, develop an induction phase into Youth Work for newly professionally qualified Youth Workers (NQYW), beyond higher education that is like the requirement in teaching with newly qualified teachers (NQT).
Objective 5	Work with the Further Education sector to ensure that Youth Support Worker qualifications are accessible, fully funded and utilised across the sector to ensure there is a constant flow of the future workforce.
Objective 6	Support young people and volunteers in an entry programme into Youth Work, targeting young people who are already engaged in Youth Work by means of youth participation forums, volunteering or work programmes.
Objective 7	Work with partners to develop campaigns to promote Youth Work qualifications, such as the BA / MA programmes and Youth Support Worker Qualifications, targeting young people leaving school / college and to those from other professions looking to work with young people.

9. Governance and Accountability

Aim:

To create governance and accountability of a Workforce Development Plan for Youth Work in Wales which will involve multiple layers and stakeholders to ensure the effective and efficient implementation of the plan. This structure ensures that the plan aligns with national policies, meets the needs of young people, and is accountable to both the public and the sector.

Why are we doing this?

To ensure that the national workforce development strategy underpins and drives training, professional development and learning across the sector, by articulating the challenges and opportunities affecting the sector and by acting as a platform for change.

To do this it is our intention to:

Objective 1	Continue to work with Welsh Government to fund the Workforce Development project that is hosted by ETS / WLGA.
Objective 2	Ensure continuation of the role of Workforce Development Officer to lead and manage workforce development for the Youth work workforce.
Objective 3	Work with other funders and develop sustainable methods to be able to meet the objective in this plan.
Objective 4	Develop an annual delivery plan advising how workforce development initiatives, professional learning and the delivery of qualifications is being delivered, with specific details relating to timescales and the people accountable.
Objective 5	Whilst awaiting a decision about whether to move to a national body for Youth work or not, ensure that there is a committee / network to provide governance, ensure accountability and scrutinise this plan.
Objective 6	Work with sector colleagues to ensure this plan is regularly reviewed thus being current and relevant.
Objective 7	Develop clear evaluation and monitoring methods to measure the success of this plan by means of establishing agreed key performance indicators, regular reporting and auditing and continual stakeholder engagement.
Objective 8	Actively consult the Youth Work sector and strategic partners on this workforce development plan and ensure alignment with Welsh Government policies and strategic direction.

A Youth Work Delivery Plan will now be developed which will indicate annual actions to put into operation the Youth Work Workforce Development Plan, the aim of which is to set the strategic direction for the next three years.

10. References and acknowledgements

This document recognises the efforts of members from the Workforce Development Implementation Participation Group (WDIPG), ETS Cymru Wales Committee and Welsh Government and the importance of their role in assisting with the design of this document:

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- [*Bacon, E Mapping and analysing the voluntary youth work sector in Wales \(uswvarious1.blob.core.windows.net\) 2023*](#)
- [*National Occupational Standards \(NOS\)*](#)
- [*Youth Work in Wales: Principles & Purposes*](#)
- [*Estyn Review of Youth Support Services*](#)
- [*Youth Work Strategy Implementation Board*](#)
- [*Time to Deliver for Young People in Wales*](#)
- [*Education and Training Standards Wales*](#)
- [*FWC Data*](#)
- [*JNC*](#)

Add Progression route

Add Snapshot research done by ETS