

**YOUTH COUNCILS
and wider
YOUNG PEOPLE'S DEMOCRATIC STRUCTURES
in
NORTH YORKSHIRE**

**Briefing Paper on the State of Play and Development Plans
February 2009**



North Yorkshire
Children and Young People's
Strategic Partnership



**THE DEVELOPMENT OF YOUTH COUNCILS AND WIDER YOUNG PEOPLE'S
DEMOCRACY IN NORTH YORKSHIRE**
Briefing Paper on the State of Play and Development Plans

February 2009

1.0 Purpose of paper

- 1.1 To seek the Board's agreement to the approach being taken to develop Youth Councils and wider democratic processes for young people across North Yorkshire.

2.0 Recommendations

The CYPSPB is asked to;

1. Note the development of Youth Councils across North Yorkshire.
2. Note the intention to appoint a Youth Council Coordinator/s to support and facilitate future developments.
3. Note the case study on Harrogate's links with its participation network and the developing Youth Councils

3.0 Background

"Parties shall assure to the child who is capable of forming his or her own views the right to express those views freely in all matters affecting the child, the views of the child being given due weight in accordance with the age and maturity of the child".

Article 12: UN Convention on the Rights of the Child (1989)

"They (young people) are valuable not only as future adults but people who have a place in society now... Not involving children and young people has its consequences. It breeds discontent and resentment... It is only through having rights that young people learn to respect other people's rights"

C. Willow 'Hear! Hear! Promoting Children and Young People's Democratic Participation in Local Government', LGIU (1997)

- 3.0 In recent years there has been a significant move towards giving young people more opportunities to get involved in the design, provision and evaluation of policies and services

that affect them or which they use. The ‘Every Child Matters: Change for Children’¹ programme, for example, aims to ensure that policies and services are designed around the needs of children and young people, and that they are involved in decision making at a local and national level. Similarly, ‘Aiming High: A Ten Year Strategy for Positive Activities’ commits to placing 25% of funding for positive activities and facilities in the hands of young people by 2018².

- 3.2 The background to this is the weight of evidence that involving young people in the planning, delivery and evaluation of services brings benefits:
- **Better services.** It is accepted that the effectiveness of services depends on listening and responding to customers. Giving young people an active say in how policies and services are developed, provided, evaluated and improved should ensure that policies and services more genuinely meet their needs.
 - **Promoting citizenship and social inclusion.** Promoting early engagement in public and community life is crucial to sustaining and building a healthy society. As successive reports from the Social Exclusion Unit have shown, listening to young people is a powerful means of persuading disadvantaged young people that they count and can contribute.
 - **Personal and social education and development.** Good participation opportunities produce more confident and resilient young people. The new Secondary Curriculum has an enhanced focus on enabling young people to become responsible citizens who make a positive contribution to society. Guidance for developing Citizenship within the curriculum indicates opportunities need to extend beyond the classroom to influence the culture of schools and the wider community. Youth Councils give young people opportunities to develop their critical skills, engage with a range of political, social and moral problems and explore opinions and ideas other than their own.

“If you want to know how a pair of shoes fit you ask the person wearing them not the person who made them.”

Anon

- 3.3 In North Yorkshire the importance of involving young people in decision making is recognised in our Children and Young People’s Plan 2008-11 which lists ‘Increase children and young people’s participation in shaping services’ as one of the Priorities for Improvement.

¹ ‘Every Child Matters: Change for Children’ (DfES, 2004)

² ‘Aiming High: A Ten Year Strategy for Positive Activities (DfES, July 2007)

- 3.4 The development and implementation of youth councils is a specific action under the Plan and falls under the remit of the Voice, Influence and Participation (VIP) Group. The VIP Group has established a working group to steer the development of youth councils across North Yorkshire with the 4Youth Service taking the practical lead on the establishment and support of the local network of youth councils.
- 3.5 The VIP Group is a cross-partnership group of officers and practitioners from a range of backgrounds, with an interest in developing the active engagement of children and young people in the services which affect them. The VIP Group is chaired by the Senior Officer (Active Engagement and Positive Activities) and membership includes representation from performance & outcomes team, lead officers for children & young people in the district councils, learning difficulties and disabilities, arts agenda, Quality & Improvement Service, Public Health, Young People's Development Workers, Children & Young People's Champion, Participation Coordinator, Children's Rights Officer, voluntary & community sector, and workforce development among others. The group reports to the Children & Young People's Strategic Partnership Board.
- 3.6 In addition to the work around youth councils, there is a strong and growing network of participation activity developing the practical and strategic elements of children & young people's engagement. There are some excellent examples of great participation practice in many areas, such as the Youth Charter, the Flying High to See the Way group (young ex-service users with LDD supporting the Short Breaks Pathfinder), increasing engagement of young people in recruitment & selection processes, locality networks (see appendix 2) and a range of focus and other engagement groups. However, there is still much to do and HyBRid, our participation self-assessment tool, is beginning to map out and drive the way ahead for the wider participation agenda.
- 3.7 There is a growing requirement across work strands to engage the voice of children and young people and as such, youth councils are an important element of a matrix of engagement methods we need to develop if we are to meet the challenging opportunities ahead.

4.0 Youth Councils

- 4.1 There are many ways of actively involving you people in decision making, but one method which has gained in recognition, popularity and influence during the last decade is the development of Youth Councils, with large numbers of such bodies now existing across the country.

4.2 The National Association of Local Councils³ highlights the following benefits of Youth Councils:

Youth Councils enable young people to;

- Voice their concerns
- Participate in local government
- Be empowered to take decisions and action to improve their local community.

Youth Councils enable local councils to;

- Truly represent the whole of the community they live in become more vibrant, modern and dynamic
- Encourage young people to vote and become councillors when they are old enough
- Improve services to young people

Youth Councils enable the local community to;

- Become safer and more sustainable
- Become more vibrant and progressive
- Improve services and be more representative

4.3 Although there are many different formats for the operation of youth councils, the National Youth Agency⁴ has identified three features that a council should have:

- it has to be democratic - young people representing others and not just voicing their own concerns;
- it has to have access to power - to the committees and structures which make the decisions;
- it has to be able to act on things which matter to young people and get results at its own pace.

5.0 Youth Councils in North Yorkshire

5.1 The development and implementation of youth councils across North Yorkshire is identified as an action under priority 4.2, (Increase children and young people's participation in shaping services) of the Children and Young People's Plan 2008-11. In partnership with North Yorkshire County Council a number of other organisations including District and Borough Councils, have successfully facilitated the development of youth councils across a broad range of locations across the county.

5.2 In April 2008 4Youth facilitated a Youth Council Development Day which was attended by representatives from a number of agencies and young people from existing youth councils in Craven and Selby. The decision was taken at this event to work towards the

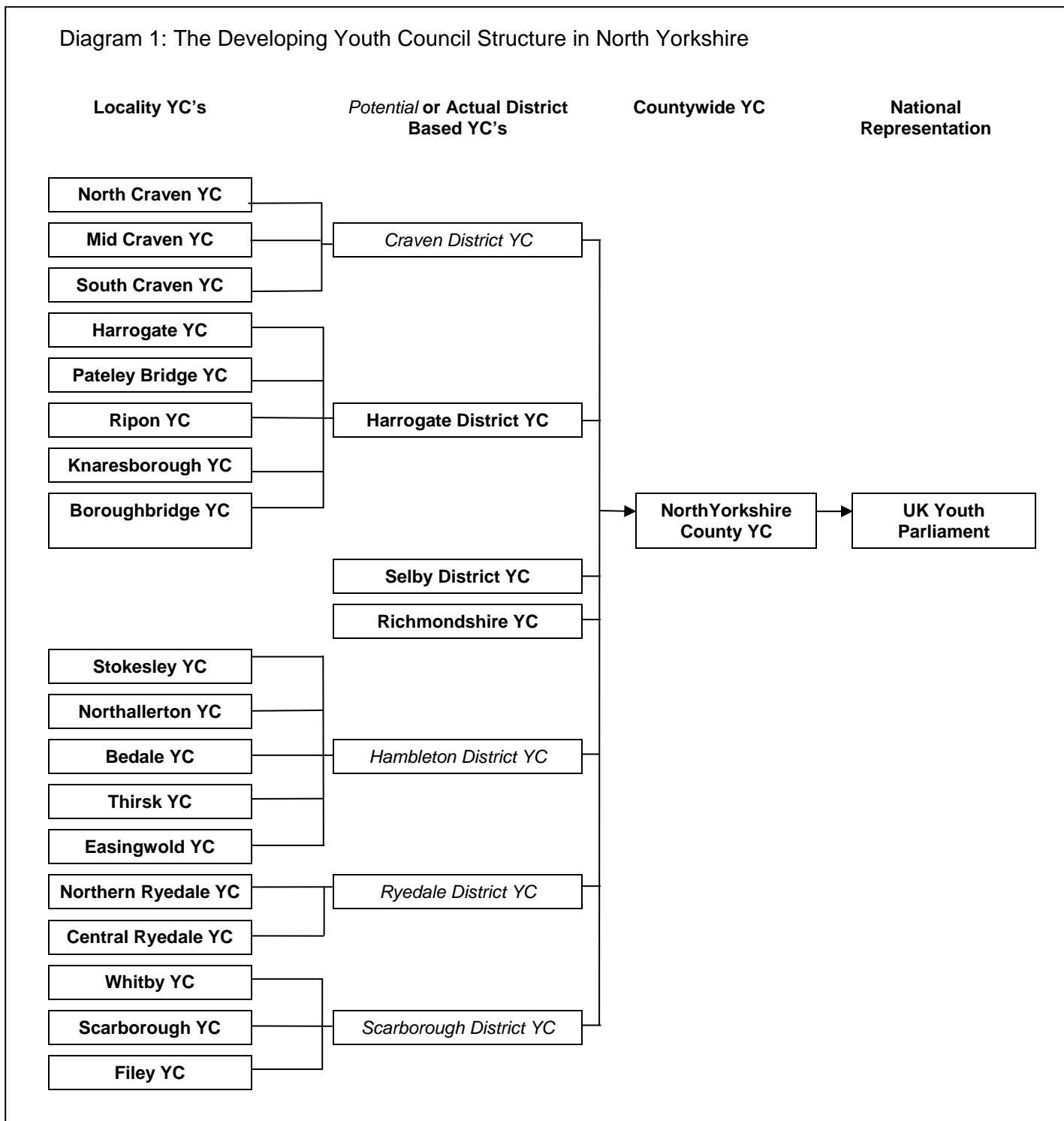
³ http://www.nalc.gov.uk/Toolkits/Create_a_Youth_Council/Create_a_youth_council.aspx

⁴ <http://www.youthinformation.com/templates/internal.asp?nodeid=90866>

development of youth councils centred around 20 locations based on meeting young people's needs in terms of access and providing the opportunity to influence decision making in their local area. It is these areas which have been focussed on over the past year and the current 'state of play' of each youth council is detailed in Appendix One. Whilst they are each at differing stages of development the guiding principles for all are those set out by the National Youth Agency.

- 5.3 The developing youth councils are playing an increasingly important role in local decision making with groups being recognised as a valid and effective means of consulting with young people. In addition, each council has been granted control of £5000 of Youth Opportunities Fund money to allocate to young people's groups and to develop positive activities in their local area.
- 5.6 In order to enable the real influence of young people in decision making at all levels of the political structure, the intention is for representatives of the 20 local youth councils to feed into a North Yorkshire County Youth Council (in some cases via a District Youth Council) and ultimately into the UK Youth Parliament (see diagram 1).
- 5.7 Previously, North Yorkshire has not engaged with the UK Youth Parliament due to concerns regarding the lack of a democratic process for identifying potential representatives: the model now being adopted addresses this concern and offers the opportunity for young people to genuinely represent their peers. Once the County Youth Council has been established this will pave the way for young people to nominate their representatives onto this national democratic body which is getting increasing political and wider recognition.

Diagram 1: The Developing Youth Council Structure in North Yorkshire



6.0 The Way Forward

6.1 The past 12 months has seen significant progress towards establishing youth councils across North Yorkshire and ensuring that a mechanism exists for genuinely giving young people a voice. To date the responsibility for overseeing the development of the councils has been shared between officers within the Children and Young People's Service, and with youth workers facilitating developments at a local level. There are concerns, however,

that the continued growth and strengthening of the youth council system may falter unless sufficient resources, including personnel, are allocated to it.

- 6.2 At a meeting of the VIP Youth Council Working Group in January 2009 it was proposed funding be sought to create a specific post(s) with countywide responsibility for the development of youth councils.
- 6.3 Subsequently, the Children and Young People's Service Leadership Team have approved £120,000 to be allocated for the creation of a Youth Council Coordinator post(s) for North Yorkshire for 2009-12. This post(s) will be part of the 4Youth structure and will also take on some responsibilities for facilitating the distribution of Youth Opportunity Funds.
- 6.4 This is recognised as a very positive step forward and will enable our plans to develop;
- quicker
 - more robustly
 - with a greater degree of coordination
 - and, most importantly, really come alive for young people.
- 6.5 As youth councils develop it is going to be important to ensure strong links are established with other young people's and adult's concerns, interests and / or groups. Some of the key ones include;
- 6.6 **Learning Difficulties and Disabilities (LDD).** Along with other vulnerable groups of young people those with LDD are likely to face bigger barriers to accessing youth councils. Whilst some young people, especially those in mainstream schools, may be able to access their local youth council (indeed they are already engaged in most youth councils), others, including those in special schools, will find it more difficult. With this in mind, a pilot project is being established in Richmondshire and Hambleton to develop an LDD youth council. Although principally focused around Mowbray and The Dales Schools, it will draw on the existing outreach networks into the surrounding mainstream schools. Hanne Barton, the Headteacher at The Dales School, was seconded into NYCC's Quality and Improvement Service during the Autumn 08 term and was able to look at this in more detail. The outcome being it is felt any youth council for young people with LDD will need to be more virtual than traditional, especially if it is to successfully engage with young people with higher level profound and multiple disabilities.
- 6.7 There are also other LDD focused participation and engagement groups. One is the 'Flying High to See the Way' which is a group of young ex-service users who are looking at the specifics of the Short Breaks Pathfinder and is gaining national recognition for its work.

- 6.8 **School Councils and the Citizenship Curriculum.** While school councils have typically focused on school issues the new Secondary Curriculum places a greater emphasis on the citizenship and the contribution to the wider community. Due to the size of North Yorkshire and a wide variation of approaches to school councils, things look different across the county. Inevitably this will require a varied approach by local youth councils to explore the opportunities and set up and develop links between them. Such links could pick up on issues like; learner voice, extended services, accessing school and other facilities, transport, 14-19 developments and wider community issues.
- 6.9 **Looked After Children.** Over the last year a Young People's Council has been established for young people in care. It is based on several looked after children participation groups and representatives come together to form the countywide council. It is anticipated representation from the Young People's Council will sit on or feed into the North Yorkshire County Youth Council in due course. It is recognised we need to be careful to strike the right balance between effective representation for this group (along with other vulnerable/target groups of young people) and avoiding stigmatisation through 'labelling'. This is likely to be down to the individual young people concerned and the support around them.
- 6.10 **Scrutiny and Wider Elected Member Engagement.** The Children and Young People's Overview and Scrutiny Committee has been keenly following the development of youth councils and there is now a need to consider how the County Youth Council can help, support and engage with the work of the committee. This may take the form of a shadow committee or indeed young people representatives on the Overview and Scrutiny Committee.
- 6.11 When the County Youth Council is formed there will also need to be facilitated links with the Young People's Champion, CYPS Executive Members and other Elected Members.

Report prepared by

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On behalf of the Voice, Influence and Participation Group and the 4Youth Service

APPENDIX ONE

YOUTH COUNCILS IN NORTH YORKSHIRE
STATE OF PLAY (JANUARY 2009)

District	Youth Councils	State of Play	Achievements to Date
Craven	North Craven	<p>A youth council group has existed in Settle for approximately 18 months though there have been issues with the group's focus and its representation. The group was involved in the development of Settle Youth Shelter.</p> <p>Unfortunately there was a poor response to the election campaign to open the youth council up to all young people in the North Craven area and 4Youth is now looking to work with a small interested group to drive forward the North Craven Youth Council. Regular meetings are scheduled for this term and it is planned to hold open drop-in sessions prior to meetings, in school so any young person can add items to the agenda. This will also give the opportunity to promote the work of the youth council to gain local interest which will help develop the election process in Oct 09.</p> <p>Settle Town Council have been very supportive and include a Youth Council report in their meetings. They have also talked of allocating a small pot of money for the Youth Council to administer.</p>	<ul style="list-style-type: none"> Involvement in development of Settle Youth Shelter.
	Mid Craven	<p>The first meeting of Mid Craven Youth Council (MCYC) will be held on 26th January 2009. Four schools are on board: Aireville, Upper Wharfedale, Brooklands and Ermysteads, with Ermysteads currently going through the election process. Other schools in the area will hopefully be brought on in due course.</p> <p>Local councils will be contacted about the first meeting with a view to discussing ways in which they may become involved.</p> <p>The format and direction of MCYC will be decided by its members following the first meetings.</p>	<ul style="list-style-type: none"> Young people from an earlier version of MCYC participated in a Countywide Youth Council Development Day.
	South Craven	<p>A group of 5 young people supported by 4Youth are currently working on developing a youth council for South Craven.</p>	

Harrogate	A launch event for youth councils in Harrogate was held at the Pavilions in November 2008 with over 30 young people attending. It is intended that five youth councils centred around the main towns will operate across the district with these groups coming together on occasions as Harrogate District Youth Council.	
Harrogate	A number of young people were recruited onto a formative Harrogate Youth Council (HYC) through youth projects during late 2007, but it is only in recent weeks that moves have been made to make this a structured, constituted group. There are currently ten young people involved with meetings planned for the spring term.	<ul style="list-style-type: none"> • Involvement in production of promotional DVD for youth councils across North Yorkshire. • Involvement in 4Youth quality assurance process. • Asked by Harrogate Library to be involved in refurbishment plans.
Pateley Bridge	Elections held through Nidderdale School have produced 7 members for the inaugural Pateley Bridge Youth Council (PBYC). The first meetings will be held during the spring term.	
Ripon	Ripon Youth Council (RYC) is still in its formative stages with 3 young people currently working with 4Youth staff, the Young People's Development Worker and the Harrogate District Council Participation Worker on its development. Approaches are to be to other agencies with a view to attracting new members ahead of the first RYC meeting scheduled for February.	
Boroughbridge	<p>The new Boroughbridge Youth Council (BYC) has so far met three times as well as attending the main Harrogate Youth Council launch event. The Council have agreed to meet on the first Monday of every month.</p> <p>BYC have written their constitution and have prioritised two main issues to look at: rural transport and drugs and alcohol. They have also been asked by a Yorevision to produce a 5 minute film to be shown at the beginning of each movie at the local mobile cinema. The film will show what the area of Boroughbridge is like for young people and their families.</p> <p>BYC have set up an e-mail address and poster – which is being displayed in and around Boroughbridge.</p> <p>The council is made up of 6 13 – 19 year olds, 4 girls and 2 boys. 4 live in Boroughbridge and 2 live in the surrounding villages. 4 attend the High School, 1 attends Harrogate College and 1 is unemployed.</p>	<ul style="list-style-type: none"> • Commissioned by Yorevision to produce film.
Knaresborough	Young people from Knaresborough attended the launch event at the Pavilions and work on the development of Knaresborough Youth Council will begin during the spring term.	

Selby	Selby District	<p>Selby District Youth Council (SDYC) has been in operation since December 2006 with its first formal elections being held in October 2007. There are currently 14 members aged 12 -19</p> <p>SDYC meets once per month in Selby Civic Centre though sub-group meetings are often held in-between main meetings. The group is becoming increasingly recognised as 'the voice of young people' in the area and a number of other agencies, including the police and the District Council, have attended meetings to discuss issues.</p> <p>SDYC is supported by 4Youth and Selby District Council and has been involved in allocating significant amounts of Youth Opportunities funding to activities for young people.</p> <p>SDYC has a trip to the Houses of Parliament with local MP, John Grogan, planned for February and a team building residential scheduled for April.</p>	<ul style="list-style-type: none"> • Involvement in production of promotional DVD for youth councils across North Yorkshire. • Involvement in 4Youth quality assurance and recruitment processes. • Participation in training with the British Youth Council. • Participation in Countywide Youth Council Development Day. • Allocation of £10000 of Youth Opportunities money to local groups. • Creation of SDYC website.
Richmondshire	Richmondshire District	<p>Richmondshire District Youth Council (RDYC) has been running for 2 years and has gradually been moving towards being more democratically based. October 2008 saw the creation of a new youth forum, with 4Youth running elections over a period of four weeks in all four secondary schools and across the district. In total 495 young people voted with 17 new members being elected to join the existing group, taking membership up to over 20 overall. A new constitution was written, and the group were given £5000 from NYCC to support them for the year.</p> <p>Young people on the RDYC represent the views of their peers and are regularly consulted on a variety of issues such as transport and recycling, which have helped form the action plan for this year. They have already planned to host the first Battle of the Bands for the new year to be held at Richmond Youth Centre in March and are in the process of organising visits to local youth groups to ask the young people for their views on what they would like to see happening in the area.</p> <p>RDYC meetings are held monthly at Swale House, the District Council chambers, and are supported by youth workers, District Council members AWS and local police officers.</p>	<ul style="list-style-type: none"> • Elections held in all district secondary schools. • During 2008, £10,000 of Youth Opportunity money allocated by RDYC to support local activities for young people including music events and transport to enable young people to access a youth club for young people with disabilities. • During 2009, £500 awarded towards a youth pod in Wensleydale and to run a number of musical events including support for Richmond Live.

Hambleton	Northallerton	The Youth Council has now been formed in Northallerton with 22 young people as members. Three meetings have been held to date and the group are currently developing the constitution and terms of reference. The young people have also been invited to the Actdivertz multi agency group.	<ul style="list-style-type: none"> • The young people have invited the Chief Executive of NYCC to come along and talk to them. • Participation in a consultation exercise linked to Internet Safety with CYC.
	Thirsk	An open event at Thirsk Town Hall is scheduled for 21 st January with the aim of engaging young people in a dialogue about setting up a youth council. A follow-up event will be planned, with a view to getting nominations and holding elections in due course. This group will then establish the terms of reference for the Youth Council and embark on proper youth council business and issues.	
	Easingwold	An open event at the Galtres Centre, Easingwold is scheduled for 27th January the aim of which is to invite young people to an informal event, where they can find out what a Youth Council is and what they would like to get from it. This will be followed by an event aimed at securing nominations and elections for Easingwold Youth Council.	
	Bedale	An Open Event – similar to the approach in Hambleton – will be planned in March 2008. Staff capacity to support the Youth Council is an issue, as there are no substantive workers at present in the area.	
	Stokesley	The development of a Youth Council in Stokesley is currently on hold due to staffing shortages.	
Ryedale	Central Ryedale (Malton)	Central Ryedale's Youth Council (CRYC) has been operating for approximately 12 months. They have delivered four assemblies in Malton High School to try and encourage others to participate and to listen to what young people want. They have also attended two Malton town action planning sessions and as a result they were offered a young person's column in the local paper. CRYC still needs a wider representation of young people from the community.	<ul style="list-style-type: none"> • Being offered a young people's column in the local paper.

	Northern Ryedale (Pickering)	<p>Northern Ryedale Youth Council (NRYC) is now established and has met every fortnight since September 2008. In an attempt to engage a wider range of young people, they held further elections involving young people with special needs and young people that represented more of the street culture. For this purpose, they engaged in sessions with a banner artist for the logo, a drama artist for confidence raising, self awareness, public speaking skills and group forming and undertook a photography project to focus on what their aims are.</p> <p>NRYC attended, and contributed to, 'Our Lives, Our Plans' (Ryedale Youth Strategy) and have contested the District Council's decision to give free swimming to pensioners but not to young people. They will regularly attend 'Our Lives, Our Plans' and are currently building a case for improving the provision of and access to transport in Ryedale. NRYC are also beginning to fundraise in partnership with Ryedale Central to go to Germany in the summer to meet up with a German Youth Council to exchange ideas.</p>	<ul style="list-style-type: none"> • Involvement with 'Our Lives, Our Plans' (Ryedale Youth Strategy).
Scarborough	Whitby	<p>Although the youth service in Scarborough has supported a youth council in Scarborough for several years, further developments are on hold pending the completion of the 4Youth restructure. A group of young people have, however, been actively involved in discussions around the development of a MyPlace project in the area.</p>	

Appendix Two

Case Study - Involving Children and Young People in Harrogate.

In October 2007 North Yorkshire County Council (NYCC) and Harrogate Borough Council (HBC) jointly held a multi agency meeting to discuss children young people's participation in the Harrogate district. The focus was on identifying the existing forms of consultation and to identify any joined up ways of working to involve more young people and improve access to information.

Through discussions with partner agencies and organisations, funding was identified from the Integrated Service Manger for Harrogate and Ripon and HBC to support the development of this area of work. HBC had recently undertaken the Hear by Right participation assessment of their services, and identified children and young people's participation as a priority.

The outcomes from the meeting highlighted 6 key areas for development:

- Increase the number of children and young people involved in consultation
- Share the results of consultation to avoid duplication of questionnaires and focus groups
- Support staff in consultation and participation techniques
- Identify a key network of agencies and organisations to support children's and young people's participation.
- To build upon the work of the Young Peoples Development Workers and 4Youth to develop structures to enhance participation and involvement of children under 13 years of age.
- How to measure young people's involvement, how well are we doing?

To support these developments a smaller steering group was developed consisting of the following agencies:

HBC, NYCC (Extended Services, 4Youth, VIP Officer), Harrogate and District Foundation Trust and Harrogate Council for Voluntary Service.

Due to the nature of the funding and the time scales the steering group developed a project proposal to address the areas highlighted by the wider group. The involvement of the VIP Officer on the steering group ensured that the project was developed in line with North Yorkshire policy and guidance on participation.

The wider group of agencies became the Harrogate District Young People's Network for sharing information and supporting the work of the project.

It was agreed that HBC, having contributed the most funding (£17k), would lead with the development of the project supported by the Steering group. A project brief titled 'Actively Involving Young People's Project' was developed by the steering group and shared with the Network, where expressions of interest to host the project were put forward, the project was also circulated to voluntary organisations within the area via the CVS.

Two expressions of interest were received and North Yorkshire Youth (NYY) were awarded the project. An action plan with key milestones and objectives was developed to support the project, together with a formal agreement between HBC and NYY.

The project started in April 2008 with the appointment of Rachel Allen in May 2008, as the Children and Young People's Participation Worker and in July the first

Network training meeting was held. At this meeting organisations were trained to complete the HyBRid participation assessment to identify some base line data for the project. They also highlighted further training needs and shared existing consultation results and data, which is now stored within a database.

The project has been regularly reviewed by the steering group, and in line with the original agreement and funding this initial project will come to an end in April 2009. There will be a full evaluation of the project by the steering group at that point but they are already clear on the need to continue with this work into 2009/10 and beyond, if further funding can be secured.

During this time 4Youth have been setting up youth councils for Harrogate district and in November 08 a launch event was held. The 'Actively Involving Young People's Project has been involved in supporting the developments of the youth council. As the youth council develops we need to sustain ways in which it can influence decisions and planning, but also link with existing groups and organisations, ensuring the youth council is representative.

In November 2008 the Harrogate District Strategic Partnership received a progress report on the project, having endorsed it as a partnership project in November 2007. The report was very positively received and various partners* have now indicated they can provide funding support to develop a further project for 2009 – 2010, to look at how we incorporate the youth councils into our existing services.

(*Integrated Service Manger, Harrogate Borough Council, North Yorkshire Police, Safer Communities Partnership)

The main outcomes from the 'Actively involving young people's project' to date:

- Positive support to practitioners on techniques and tools to engage with children and young people of all ages
- Increase the range and number of children and young people involved in participation.
- The involvement of young people to produce a poster about participation
- The production of a toolkit of resources to engage with children and Young people
- The focus of children and young people aged 0 – 19.
- Links with the development of the youth council

Proposed focus for 2009 – 2010 (subject to completion of the evaluation of the initial project in April 2009)

- Greater involvement of all children and young people's services to support the participation of children and young people at a strategic level.
- Enhancement of the youth council and how it will fit with the existing political structures, such as the NYCC's Area Committee, District Council and Local Strategic Partnership.
- Improve the systems and process for all young people to become involved in youth council or wider participation.
- Further identify representative groups of children and young people to feed into wider structures 0- 19 inclusive (25 for young people with disabilities).
- Enhanced partnership working with the LSP and voluntary sector.

Case study prepared by;

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February 2009