

**Children and Young People's Services Select Committee**

**4<sup>th</sup> November 2011**

**Youth Support and Development Service Savings Proposals**

**Report by Director of Children's Services**

**Executive Summary**

This report gives an update on the progress made in implementing the changes agreed as a result of the Youth Services Review in 2010.

The report describes the outcomes of the public consultation that took place from 1<sup>st</sup> September to 14<sup>th</sup> October 2011 and recent legislative and policy changes that affect services for young people.

The report gives details of how the service is proposing to achieve the additional budget reduction targets of £2m, agreed at County Council on 11<sup>th</sup> February 2011, in a sustainable way. This includes the revised organisational structure, changes to service delivery locations and staff reductions that are proposed to meet the financial targets. The report includes an option requested by the Cabinet Member to consider phasing savings over a longer period. The report also describes the changes to statutory duties for Information, Advice and Guidance Services and the proposals for accommodating these changes.

**Recommendations**

The Select Committee is asked to:

- Consider and comment on the results of the consultation
- Consider the proposals to achieve the additional £2m budget reduction
- Give comments on the proposals contained in paragraph 4 of the report, to the Cabinet Member for consideration prior to his decision

**1. Background**

1.1 The Youth Support and Development Service (YSDS) consists of 3 major areas of service - the Youth Service, Connexions and the Youth Offending Service.

1.2 The service has 2 key priorities - reducing the number of young people who offend and re-offend, and reducing the number of young people who are not involved in education employment or training (NEET).

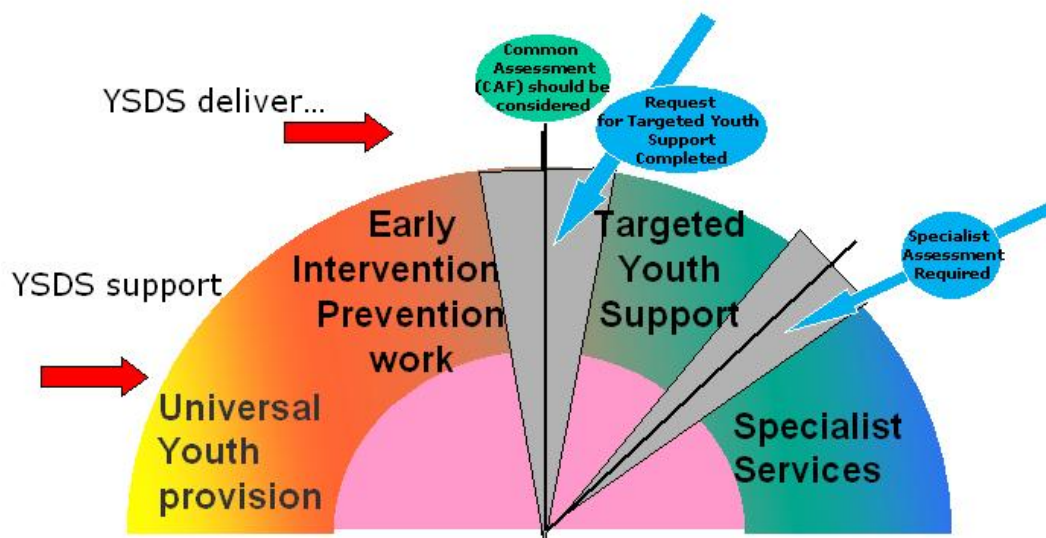
1.3 YSDS also ensures the following, in particular for the most vulnerable or targeted groups

- access for young people to positive educational activities in their leisure time including youth volunteering

- access to impartial information advice and guidance through its Connexions service
  - reductions in the number of teenage conceptions
  - leads on action against bullying
  - reductions in incidents of anti-social behaviour
  - is responsible for work to support the voice and engagement of children and young people.
- 1.4 The service works in partnership with a wide range of partner agencies and supports the voluntary and community sector working with children and young people. Volunteers make a significant contribution to the direct delivery of the service, in particular as community panel members where work is done directly with young people to manage community activities. Volunteers also act as appropriate adults and work in youth clubs and projects.
- 1.5 The statutory basis for the 3 services is described at **Appendix 1**. Although all of the work has a statutory basis, the spending on some of the functions is discretionary. The local authority has a duty to ensure there is sufficient resource to carry out its functions in particular the work in youth justice and for assessments for young people who have special educational needs.
2. **2010 Review Outcomes – what was agreed and implemented**
- 2.1 As a result of the review in 2010 that aimed to make sustainable savings of £2m, the service refocused its resources to early intervention and prevention, targeted and specialist services. The implementation of the changes has been phased between April 2011 and September 2011 to allow for a gradual withdrawal of resources from identified centres and projects and it has implemented the new service model along with the organisational design.
- 2.2 Further details of the new service model and definitions of universal, early intervention and preventions, targeted and specialist services can be found at **Appendix 2**.
- 2.3 The following model gives an overview of the outcome of a shift in emphasis in YSDS from direct delivery of universal provision to a supporting function.

## YSDS Service Delivery Continuum

Focus to reduce NEET, offending and re-offending




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### Support for Communities (further details can be found in Appendix 2, paragraphs 13 – 15)

- 2.4 The Voluntary and Community Advisor Team consisting of 1.5 FTE workers was created during last years service reorganisation. The teams' purpose is to support communities to develop and maintain voluntary and community managed provision for young people, and as a priority to support communities where youth support and development service (YSDS) provision is being refocused away from Universal access services for young people.
- 2.5 The team has been working with YSDS Locality Teams, District and Borough colleagues and Community Development and Big Society colleagues to plan support during the YSDS transition to maintain support, a point of contact for advice and guidance around working with young people/ managing a youth project. In addition the team has been providing support, advice and guidance to communities for emerging youth provision resulting from Local and National Government drives for a Localism agenda through Big Society principles.
- 2.6 Since the teams inception in April the following support has been provided:
- Northern (Crawley Mid-Sussex)
    - Four villages: **Bolney/ Balcombe/ Ardingly/ Horsted Keynes** discussions around development of a partnership approach to youth facilities in the area.
    - **Ashurst Wood** – support provided to help with recruitment of staff to maintain youth provision
    - **Cuckfield** have been offered support with business planning, and staff recruitment

- **Ifield (Crawley)** – advice given around promotion and fund raising. Ongoing support offered when needed by the group.
- **Park Centre (Burgess Hill)** – safeguarding advice and support provided. Information about WSCC policies and procedures shared.
- **Jigsaw (East Grinstead)**- support offered and introductions to the range of support available given.
- **Mid Sussex**- meetings attended around partnership approach to supporting voluntary sector provision in area. Guidance and access to training made available for the group.

Western (Chichester/Horsham)

- **Horsham** – support with research into young peoples needs being undertaken. Dialogue and information provided to support staff undertaking this process.
- **Hartings**- advice given and support provided around recruitment of staff. Ongoing support provided around curriculum development and engagement of young people.
- **Youth Dream (Selsey)**– involved in development meetings and support offered with the development of provision for 11 to 13 year olds on receipt of funding
- **North Mundham** – as YSDS workers are being withdrawn Voluntary and Community Sector (VCS) advisors are now taking over in supporting the group with writing a Service Level Agreement (SLA).
- **Oving Youth Club** – supporting the group to take over running of project from YSDS
- **Valley Youth Club (Chichester)** – are becoming a voluntary youth project, VCS Advisors are supporting with the transition
- **Bosham** – VCS Advisors are taking over the support role from YSDS youth work staff to aid staff to maintain project
- **Fernhurst Youth Club** – support and regular contact, access to training offered

Coastal

- **39 Club (Bognor Regis)** – interested in setting up independent provision particularly with Juniors – information provided
- **Unique Youth Project – (Middleton and Elmer)** – Advice provided and funding support provided. Ongoing support and guidance offered to project to support with recruitment and development of staff team.
- **Rustington YC** would like support with best practice in youth work, recruitment and line management of youth work staff.
- **The Wickbourne Centre (Littlehampton)** – meetings taken place regarding developing youth work in the area
- **Maybridge (Worthing)** – support offered around recording outcomes of the work with young people. Support with training provided
- **Phoenix Youth Group Durrington** – staff offered ongoing support, access to affiliation and NVQ Youth Work training
- **West Tarring (Worthing)** – support for training volunteers and young people to self manage project
- **Lancing YC** – supporting volunteers to set up junior leader training
- **Shoreham Beach Youth Group** – support provided to set up constitution and policy development around health and safety, Safe Guarding.

- 2.7 In addition to the above projects supported, the team has been meeting regularly with Parish, District Councils, key workers and community members within the county to explore options to support young people to maintain Universal provision in their locality. The team is developing close working links with West Sussex Council for Voluntary Youth Service (WSCVYS), Sussex Clubs for Young People (SYCP) and Action in Rural Sussex (AiRS) to establish coordinated and complementary support for communities and young people within the voluntary sector.
- 2.8 Training and information booklets have been developed and are now being offered to communities to enable best practice in support for young people. 30% of most YSDS courses are now being offered to the Voluntary and Community Sector to support appropriate practice and staff development. This includes developing youth work skills, and how to deliver an interesting and challenging curriculum offer for young people that is planned, progressive and purposeful. The aim throughout will be to help the voluntary sector and partners develop work that is of high quality and is based on young people's needs and interests.
- 2.9 Further to the reductions and withdrawal in grant support agreed through the 2010 review to achieve the additional savings for 2011/12, further reductions to voluntary organisations were agreed. This included the withdrawal of the revenue grants programme for small voluntary organisations resources. In order to assist groups with the reduction, a transition assistance fund was established to support groups in need for 2011/12. This fund has currently supported 10 groups to a total of £22,000 and two more bids are expected.

### Locations Update

- 2.10 The service currently operates from centres and projects across the county. A map showing the locations where service was provided prior to the review, indicating where service is being withdrawn in 2011/12 is included as **Appendix 3**.
- 2.11 Significant progress is being made in the withdrawal of resources from youth centres and projects. 20 village based youth clubs have now been transferred to solely voluntary and community sector provision with continuing professional support from YSDS. Several villages within the coastal area are included within the Coastal Community Action Pilot (CAP) area (part of the Big Society and community development initiative) and wider discussions are taking place beyond youth issues. The implementation of alternative arrangements for youth provision are now progressing. Full details are provided in **Appendix 4**.
- 2.12 Business plans for community asset transfer have been received from Holbrook in Horsham and Ferring in Arun, with Wittering due at the end of October. Cuckfield in Mid-Sussex is still developing its plan. In relation to the Beacon Centre in Hassocks, WSCC is discussing a partnership with a voluntary organisation working with children with disabilities, and there are ongoing discussions with Ifield Community Youth Service in Crawley.

- 2.13 The Weald in Billingshurst and Yapton have had resources withdrawn as planned. In Billingshurst a project called "The Eye" plan is being developed with a range of partners and Yapton is involved in the Coastal CAP although resources have been withdrawn. Resources have also been withdrawn from the Sydney Walter Centre in Worthing, with ongoing discussions taking place about the building and its use.
- 2.14 An audit tool was issued to 16 management committees identified as operating under the license from West Sussex County Council. The purpose of the audit was to establish the current position of each committee in respect of financial status, contractual obligations and the holding of assets. In total 6 management committees responded to the audit, with varying degrees of information supplied. This level of return has highlighted the need for additional support to management committees if the current system is to be changed or if they are to be engaged in looking to move to a model of independent community run provision.
3. **Public Consultation Outcomes.**
- 3.1 This public consultation sought views on the following four key areas:
- What services are important to you?
  - The type of services we will deliver – what will make the biggest difference?
  - The future for youth centres and buildings – dedicated youth centres?
  - What support communities need to support young people – how can we best help?
- 3.2 **Respondents.** The questionnaire was completed by 1311 individuals, 585 (44%) were young people. Over 100 stakeholders responded including district, town and parish councils and voluntary organisations. 90 staff members attended staff briefings and completed a group consultation response. In addition we received letters and comments from groups who did not complete the questionnaire.
- 3.3 **What services are important?** All respondents agree that it is important for the YSDS to deliver early intervention, prevention, targeted and specialist services. A slightly higher percentage of respondents felt that prevention services were extremely important. It would appear therefore that prevention services may be a slightly higher priority for respondents.
- 3.4 **What makes the biggest difference?** The 3 main suggestions to prevent young people from becoming NEET and to help them remain in education, employment or training, were open access clubs for young people, information advice and guidance centres and individual support for young people. Young people's responses to this question revealed the same types of service to be important to them, however young people indicated a stronger need for support with education mainly in the form of travel costs and concerns over the removal of the Education Maintenance Allowance.
- 3.5 To prevent young people from offending there was a very strong call for open access provision for all young people and access to positive activities. Knowing the consequences of crime was important and young people placed a slightly stronger emphasis on the importance of this. Access to individual support workers, careers information, advice and guidance services and

programmes that help young people with behaviour management, development of self-esteem, life skills, tackle health related issues, budgeting etc were recurring themes.

- 3.6 In addition across both NEET and reducing re offending, support for families working in the community and working closely with other agencies were seen as important
- 3.7 **The future for youth centres and buildings?** There was a majority disagreement with the proposal <sup>1</sup> to keep dedicated youth centres only in high need communities (40% agree, 54% disagree), with a strong preference (85%) for the importance of having dedicated youth centres in all areas of the county. Respondents agreed with the proposal to focus resources into high need communities but their preference was for resources in all areas. There was disagreement with the idea of withdrawing from all centres (28% agree, 58% disagree).
- 3.8 There was a stronger level of agreement (62% agree, 27% disagree) with the view that the voluntary and community sector should be supported and encouraged to take over the running of youth provision, although there was less confidence that they had the capacity to take it on.
- 3.9 The most popular choices for the future of WSCC youth buildings were that they should be used to meet local area priorities, offer services for young people, or they should be sold. However when responses are combined the preference was for buildings that met community and young peoples needs based on local priorities.
- 3.10 **What support do communities need?** There was a strong level of support - 85%, for the proposal that the voluntary sector could offer provision of activities and facilities for young people. Offering work experience, volunteering opportunities, advertising of provision and signposting were also suggested. The support that the sector needs from WSCC, in developing provision for young people, is training, professional/ general support and funding. In addition working in partnership with WSCC to help coordinate and link provision and providers of services was seen to be important.
- 3.11 **Other comments.** There was a support for existing services and a challenge to the proposed reductions in the levels of funding and services currently offered. 13 comments in total were negative about the questionnaire language and construction.

#### **4. YSDS Savings Proposals for 2011/12 and beyond**

- 4.1 The proposal for £2m savings therefore takes into account the consultation outcomes and is a continuation of the current agreed policy direction of targeting resources on those with most need and where possible engaging with the community to run their own youth provision.
- 4.2 The proposed savings are to be made primarily by a further reduction in the YSDS staffing in open access youth provision that currently provides early intervention and prevention work in areas of need. They will continue to develop the Targeted Youth Support (TYS) programmes to specifically

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<sup>1</sup> Majority equals over 50% of total responses

address the needs of young people at risk. Recognising the concerns expressed in the consultation YSDS will continue to engage with the community to support them to provide access to provision for young people in all areas. The consultation has supported the need for the work already developed, giving VCS groups access to training, professional support and quality assurance.

- 4.3 One option considered was to withdraw from all youth centre buildings, but in line with the consultation outcomes and evidence of best practice in early intervention and prevention work the proposal seeks to retain some dedicated centres in areas of very high need or as a base for work serving rural or lower need communities.
- 4.4 It is proposed that the organisational structure would be reduced to accommodate the need for further staff reductions, rather than make major changes. Members will recall that this was the intention of the phase 1 re-design. The key impact of this approach will be to further shrink the number of youth workers in area based staff resource pools. The YOS teams would be restructured to create a more efficient and effective use of staff resources.
- 4.5 The service design is regarded as fit for purpose and matches both the direction of the service and the suggestions arising from the public consultation. This will be further refined as necessary following any changes to national or local requirements and as national youth policy continues to evolve and emerge.

### **Locations Proposal**

- 4.6 The consequence of reducing staffing is a further reduction of council-run open access youth provision providing early intervention and prevention work in areas of need. In order to achieve the current savings target timings, the withdrawal of staffing resources from those projects would take place by July 2012. If the Cabinet Member was to agree instead to a phased approach to savings as outlined in paragraph 5.5, then a timetable could be developed based on progressive community engagement. It would be important however that a clear deadline was given to communities for new arrangements to be made
- 4.7 A definition of this provision and a proposed list of the locations where YSDS would continue to retain service bases in locations of highest need or to have some provision in key geographical areas is described at **Appendix 5**. The list also includes centres where resources would be withdrawn by at the latest 2014/15.
- 4.8 YSDS has considered withdrawing from all centres however through the consultation in June 2010 it was found that all groups supported the need for youth centres and an overwhelming majority were in favour of specifically designed facilities for young people. Although these can be delivered through community/VCS organisations shared accommodation, the opportunity to prioritise and protect work with teenagers within a community setting may be limited.



- 4.9 As described in 3.7 the consultation in 2011 reinforces and supports that position.
- 4.10 Experience from other authorities when moving to community use is that unless a focus is maintained for youth provision, teenagers often get marginalised or excluded by adult groups from centres due to; episodes of bad behaviour, the need to generate income, lack of volunteers interested in working with teenagers or simply priority given to other provision.
- 4.11 It has been shown that volunteering and community responses are most difficult to generate in areas of deprivation and therefore it is least likely that these communities will successfully run and maintain their own youth provision without support. There still would be an opportunity to involve the community as volunteers as far as possible.
- 4.12 Where possible, in line with the current policy, the community would be engaged to provide alternative delivery and funding for youth provision supported where necessary by the Community Asset Transfer Policy. The process of supporting the VCS to take on provision typically takes up to 18 months and will require YSDS and other services resources to support the transfer and community engagement.
- 4.13 There are 2 significant risks associated with the locations proposal - that of positive engagement by VCS and the capacity of WSCC services including and external to YSDS, to respond to and develop community engagement.
- 4.14 YSDS will therefore plan to have additional capacity directed into this area of work as part of its implementation plan. The resources required to support this work are;
- Support from other departments e.g. Capital Asset Management, Legal, HR etc. Variable amounts of time are required from these departments, but should not be underestimated based on current experience.
  - The amount of time spent by YSDS is dependent on the complexity of the negotiations. The experience from Phase 1 is that on average at least 2-3 hours per week per facility is required to oversee the negotiations, inclusive of meetings. The whole process will typically take up to 18 months.
  - Continued community development support from VCS Advisor team and YSDS Youth Teams to the emerging organisations that again is variable dependent on the starting point of that organisation.

### **Organisational Design Proposal**

- 4.15 Having considered a range of models the proposal is to further reduce the services in line with the outcome of the review in 2010 rather than undertaking another service redesign. The organisation was designed to be flexible to further service changes. YSDS developed a range of principles to inform its decision making which include a focus on delivery by frontline staff, the skills needed to deliver more targeted work and maintaining a resource pool approach.
- 4.16 The proposal therefore is to combine two of the current geographical areas, Western and Northern, and keeps the Coastal area team in order to retain

sufficient capacity within the resource pools for professional Youth Work and Information Advice and Guidance (IAG). These teams see a reduction in youth work professionals at all levels reflecting the areas from which sustainable savings can be made. The IAG function is maintained and if an in house solution to the IAG transition is agreed then additional specialist PA's will join these resource pools. The Countywide team remains to deliver operational services that are not geographically defined.

- 4.17 The proposal for Youth Offending Service (YOS) teams (which were largely not considered in 2010) are to re-structure to make more efficient use of staff resources in the light of changing focus in the work to those young people at higher risk. This changes 5 teams into 4 with a focus on function, courts and assessment, community supervision, intensive interventions and the risk profile of young offenders. This is supported by a restorative justice team who work closely with communities and volunteers.
- 4.18 The proposed organisational savings plan identifies the need to make a reduction of at least 50fte to contribute to the £2m savings and in addition to this there would be YOS reductions of 8fte to accommodate the reductions in grant from the Youth Justice Board (YJB) and other partners. This will be achieved largely through vacancy management and redeployment although some redundancies may be necessary. A detailed workforce plan is being developed to meet the needs of a phased savings approach.

### **IAG Transition (Connexions).**

- 4.19 The government is making changes to Information Advice and Guidance (IAG) services through the Education Bill 2011 projected to be implemented in April 2012. Local authorities will retain their statutory duty to encourage, enable or assist young people's participation in education or training whilst the government maintains the commitment to raise the participation age to 18 by 2015. Government will continue to collect and publish data about student destinations and local authorities must continue to collect this information through the Client Caseload Information System.
- 4.20 Local authorities are also expected to support vulnerable young people to engage in education and training, intervening early with those who are at risk of disengagement up to 19. In particular young people with Learning Difficulties and Disabilities (LDD) up to 25.
- 4.21 There will be a new statutory duty for schools to secure independent careers guidance for Years 9-11. From September 2012 schools are expected to secure access to independent careers guidance but can also employ their own careers advisor. External sources of guidance could include but are not limited to, access to online resources, support via a helpline, or face to face guidance from a specialist advisor.
- 4.22 As a result of the changes in these responsibilities the YSDS established an IAG Transition group to consider the available options. It is proposed that the Cabinet member will be asked to approve the termination of the contract currently with Babcock Enterprises costing £2.79m this year. The report will make proposals and include a business case identifying the services that will need to be retained to meet the new duties.

- 4.23 Currently this is estimated at costing in the region of £1m with around 15-20fte attached to the service. Some existing staff employed through the contract will be subject to TUPE and consequently transferred to WSCC or an alternative provider. This service is funded from grant so the savings generated (approximately £1.69m) cannot be part of a sustainable savings strategy in the long-term.
- 4.24 A market testing exercise has been completed to inform options and the business case for delivery of IAG services in the future. Unfortunately the current provider has been delayed in providing information and evidence about current staff deployment against those statutory responsibilities, which has delayed the development of the business case. This has now been received and work can now continue. The new organisational design can accommodate an "in-house" option for delivery if necessary, perhaps as an interim in-house measure before a revised service can be re-tendered.

**5. Budget Proposals**

- 5.1 The details of the budget for YSDS in 10/11 and 11/12 is found at **Appendix 6**. In order to ensure that savings are achievable in the long term, sustainable savings can only be taken from WSCC core budgets as described in the first section of the budget table. In 11/12 £510k of one-off savings have been made to allow YSDS to bridge the funding gap created by the lead in time required to make sustainable staff reductions. This amount would therefore need to be added to the £700K of further savings required in 2012/13 to give a target of sustainable savings of £1.21m.
- 5.2 The YOS specifically lost grant from the Youth Justice Board and health partners of £377k. The sustainable savings for YOS are included in the plans for change, outside of this sustainable savings exercise.
- 5.3 The plan to achieve £2m sustainable savings based on the existing schedule is as follows,

	<u>2011/12</u> <u>£'000</u>	<u>2012/13</u> <u>£'000</u>	<u>2013/14</u> <u>£'000</u>
VCS grants reduction	115	115	115
Contract reductions	188	188	188
Revenue support to teams	50	50	50
Total sustainably secured in 2011/12	<b>353</b>	<b>353</b>	<b>353</b>
Additional actions proposed :			
End VCS Contracts (Outset, WSCVYS, Lifecentre and Lodgehill)		147	147
Permanent staff reductions from YS/YOS budget *	137	1,200	1,500
	<b>490</b>	<b>1,700</b>	<b>2,000</b>

\*11/12 savings from early redundancies (11fte) and vacancy management

- 5.4 The Cabinet Member in consultation with Cabinet has asked that an option should be brought forward that would allow for services to be withdrawn on a longer phased basis to allow time to develop VCS capacity and capabilities to take on services. This reflects the experience of Phase 1 that it can take a period of up to 18 months to generate effective community responses and the longer time period maximises the opportunity for mitigating any negative consequences of reductions in service. The Cabinet Member remains committed to achieving the proposed £2m savings and any proposed phasing of the budget reductions should still achieve this overall reduction.
- 5.5 Therefore in coming to a decision, the Cabinet Member will consider the following option for phasing of the budget to achieve the £2m savings.

<b>Option for Phasing</b>	<b>2011/12 £,000</b>	<b>2012/13 £,000</b>	<b>2013/14 £,000</b>	<b>2014/15 £,000</b>
Original	1,000	700	300	0
Proposed	490	510	300	700
Effect: Shortfall (-), Surplus (+)	-510	-700	-700	0
Mitigation	510	700	700	0

- 5.6 The option for mitigation is use of the Early Intervention Grant (EIG) when changes in the Connexions IAG contract and the uplift in grant (to be confirmed in December 2011) will result in uncommitted EIG funding being made available to the county council. Balanced against that will be potential calls on that grant to balance other pressures in the Children's Services budget. The EIG is a legitimate source of mitigation for YSDS in that as a result of Phase 1 reductions the following services were incorporated into mainstream Youth Service Budget in 2010/11. These sums could then notionally be used to meet the in year shortfall.

Youth Offending Prevention Team. (Children's Fund)	£166k
Bullying Casework Service. (Children's Fund)	£160k
Young Carers support. (Children's Fund)	£40k
Positive Activities funds targeted youth support and Looked After Children(LAC) holiday projects etc (PAYP)	£200k
Children's Participation (Children's Fund)	£40k
Teenage Pregnancy Co-ordination (TP grant)	£60k
Information Shop services (Connexions)	£271k

- 5.7 It is anticipated that the EIG available could be used to mitigate the shortfall in savings over 2 years (2012/13 and 2013/14) created by phasing the reductions in the YSDS over a longer period. The full extent of that mitigation will not be clear until the grant announcements in December. Any shortfall would need further mitigation and it is accepted that Children's Services would be asked to cover that shortfall.

**6. Resource Implications and Value for Money**

- 6.1 The resource implications arising from this report are described in detail in each of the proposals. The budget as detailed in **Appendix 6** describes the financial position for 2010/11 and as far as is known for 11/12.
- 6.2 The proposal to achieve sustainable savings of £2m is described at 5.1 to 5.3 with a proposal for phasing the savings over a longer period at 5.5. The mitigations for the shortfall in savings is proposed to come from uncommitted funding from the EIG described at 5.6 and 5.7.
- 6.3 The impact of the savings on staffing is described at 4.18 with a proposed reduction of 50fte (saving of £1.45m) and an additional 8 fte from YOS (saving of £0.26m) to match the reductions in grant. The current vacancy level is 39fte (September 2011).
- 6.4 The impact of the phasing of the savings on the organisational change plan initially being designed to be implemented in 2011/12 is significant and the details of this are still to be defined and agreed. It is clear however that the vacancies being carried include critical posts that cannot be held vacant indefinitely. Detailed workforce planning therefore is urgently taking place to accommodate the change in the timetable for making savings.
- 6.5 It is anticipated that there are some organisational changes such as the changes to the YOS team structure or other changes and staff reductions not impacted upon by the proposal to extend the time allowed to engage with communities that will take place following Cabinet Member approval in November. These processes including staff consultation will take place between December 2011 and March 2012.

**7. Consultation**

- 7.1 The detailed results of the public consultation are found at 3.1 to 3.11 and the full consultation report is included in the background papers. With over 100 stakeholders responding, the consultation reached a wide range of organisations and groups. In addition we received letters and comments from groups who did not complete the questionnaire which have been included.
- 7.2 The Youth Cabinet met to discuss the changes to YSDS with the Cabinet Member and Director of Children's Services, this meeting was also attended by the Chairman of Children and Young People's Services Select Committee. The Youth Cabinet subsequently wrote to the Cabinet Member to express their opinions.

**8. Risk Management Implications**

- 8.1 During the process of implementing YSDS changes, the service has had a risk management plan that tracks service delivery, political impact and financial risks. Plans were put into place to both mitigate and monitor the impact on a weekly and monthly basis and these were reported to the project board. The risks from 10/11 have now been closed and those that remained current in relation to implementing the transition plan between April and September were carried forward.

8.2 In addition a new risk management plan in relation to the additional savings targets and IAG transition has been developed and currently the project is overall reported at Amber pending the decision making processes being completed.

8.3 In addition, and more generally, a Change Management Plan has been followed and included:

- Business Readiness Assessment
- Stakeholder Engagement Plan
- Communication Plan
- Benefits Realisation Plan
- Change Impact Assessment
- Customer Focus Appraisal
- Sustainability Assessment

This work has been developed at this stage to look at the specific risks of the overall proposals at a strategic level. More detailed and local assessments and appraisals may need to be developed in the future. The Customer Focus Appraisal has been used to inform the proposals presented in this paper.

8.4 Key Risks

- Political - there are significant concerns about the reductions to YSDS and youth provision from communities and partner agencies as evidenced through the public consultation. This would be mitigated by clear communications outlining the policy and opportunities for communities to become involved in the future.
- Service delivery - these proposals represent a significant reduction in West Sussex County Council funded youth provision across the county and the contribution YSDS and professional staff make to early intervention and prevention work with teenagers and their families. The mitigations rely on community engagement to fund or deliver youth services within their communities. There is a risk that without professional support more young people may become involved with services and require support at a higher level of intervention and need. These would be mitigated by the continuing role of YSDS to support communities with professional advice and provide more targeted interventions when required alongside them.
- People - the staff teams have already been through a significant period of change and both their workload and morale is stretched at this time. These proposals could increase anxiety and poor morale levels. This would be mitigated by good workforce planning and clear communications to staff teams about the purpose and policy behind the changes. Managers would be clear about the expectations in relation to workload and manage this appropriately.
- Financial - as indicated these proposals for phasing the changes over a longer period are based on assumptions about the level and availability of the EIG. These would be mitigated by looking to the broader children's services budget to fund shortfalls if required.

- Equalities – there is a risk that given the withdrawal of services in areas of lower need, some young people and families at risk in rural communities would find it more difficult to access services. This would be mitigated by ensuring that mobile services are offered to support these communities, and by working closely with communities to identify emerging needs. Links with educational establishments and other agencies would be maintained to identify vulnerable young people who would benefit from Targeted Youth Service (TYS) programmes.

**9. Crime and Disorder Act Implications**

- 9.1 There are implications for Sections 17, 37 and 39 of the Crime and Disorder Act in relation to the prevention and reduction of crime and anti-social behaviour, and in reducing offending and re-offending by young people, all of which are impacted on by services offered by YSDS. The YSDS organisational design considers carefully the resources required to fulfil its statutory responsibilities in these areas.
- 9.2 A Cross Cutting Scrutiny Task and Finish Group has been established to look at developing an understanding of the impact of budget reductions on the provision of Youth Services in the County in terms of availability of services to meet the needs of young people and an understanding of the potential impact of the reduction in Youth Services provision on levels of anti social behaviour and community safety issues.
- 9.3 The group was informed that whilst there is significant evidence nationally in relation to the introduction of services having a positive impact on reducing offending and anti-social behaviour, there is less in relation to its withdrawal. As the implementation of the first phase of savings has only in the last 6 months begun to have a direct impact on work with young people it would be too early to be able to measure the impact on anti-social behaviour and offending.

**10. Human Rights Act Implications.**

- 10.1 There are implications through the work of YSDS in connection with **Article 12** - Every child and young person has the right to express his or her views freely – about everything that affects him or her. The child or young person's views must be given 'due weight' depending on his or her age and maturity. **Article 17** - The Government must make sure children and young people have access to lots of different information. It must encourage the media to give information to children and young people and protect them from harmful information and materials. **Article 23** - Every disabled child and young person has the right to a full life and to active participation in the community. **Article 39** - Governments must give good support to children and young people who have been hurt, abused or exploited. This support must promote children and young people's health, self-respect and dignity.
- 10.2 The role that YSDS carries out in relation to engagement and participation of young people contributes to ensuring that these rights are fulfilled. The rights formed the basis of the work of the Children's Champions with the Children's Trust last year.

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**Appendices:**

[Appendix 1](#) - Statutory Duties.

[Appendix 2](#) - YSDS Service Delivery Model

[Appendix 3](#) - Map of current locations

[Appendix 4](#) – Village provision transferred to the Voluntary and Community Sector

[Appendix 5](#) – YSDS Locations Table

[Appendix 6](#) - Budget 10/11 and 11/12

**Background Papers:**

[Public Consultation Report](#)

Organisational Design Principles