



YOUNG PEOPLE'S SERVICES SCRUTINY REVIEW



FINAL REPORT OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY PANEL

November 2011

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FOREWORD

Councillor Colin Raistrick

I am pleased to present this report of the detailed review of the Young People's Service undertaken by a working party of the Children and Young People Scrutiny Panel.

The primary purpose of our review was to examine the work of the Young People's Service for Calderdale to: (a) help the Council to set priorities for the Young People's Service and (b) ensure that the budget savings required for 2011/12 and 2012/13 are achieved. We met six times between July and October 2011 and undertook a number of site visits as part of our research.

The membership of the Working Party was: Councillors Colin Raistrick, Mrs Christine Bampton-Smith, John Hardy and Faisal Shoukat along with co-opted member Mrs Patricia Astwood, MBE.

Our detailed recommendations are included in this report. I believe they give a clear direction that we would wish to see the Young People's Service take at a time when, inevitably, budgets are reducing.

The Young People's Service will be very different in future years. This position is partly forced by the financial position that the Council finds itself in, but also by the need to commission a service that may not be provided solely by the Council in future, but can benefit from the engagement of a number of providers.

In five years time I foresee a Young People's Service that will provide excellent services, although almost certainly to a smaller number of young people, employ significantly fewer Council officers, make extensive use of volunteers and through imaginative use of a commissioning strategy, use the services of several different agencies.

It will remain a service that is targeted at young people with fewer opportunities and with difficulties in their lives and will aim to support them in achieving their potential, as well as preventing them from needing more costly levels of intervention.

I wish to thank all the members of the Working Party for their time and contributions in undertaking this scrutiny review, and all those who attended and provided documentary evidence to assist us with our work.

A further thank you has to be given to Anne Scarborough (Head of Family Support Services) and Carol Stone (Principal Officer, Young People's Service) for their substantial contribution to our work.

Councillor Colin Raistrick



Chair, Young People's Services Scrutiny Review Working Party

1. INTRODUCTION

The Children and Young People Scrutiny Panel agreed to undertake a detailed review of the Young People's Service as part of its 2011/12 Work Plan.

The Panel subsequently decided to establish a Young People's Services Scrutiny Review Working Party, consisting of four Councillors and a co-opted member from the Panel. They examined the work of the Young People's Service for Calderdale and current provision; undertook site visits; and considered budgets and charges. As a result, they have produced this report with findings and recommendations which enable the Council to set priorities for the Young People's Service and should ensure that the budget savings required for 2011/12 and 2012/13 are met.

Following the initial Scrutiny Panel meeting, the Working Party met on six occasions. Detailed in the "Research and Visits" section of this report is further information on the matters we considered at each meeting and site visits we undertook.

At the sixth and final meeting of the Working Party held on the 19th October, 2011 we made a number of recommendations to the Children and Young People Scrutiny Panel (see page 16 of this report).



Figure 1: Observing Activity Centre facilities during a site visit.

The primary purposes of this review, as detailed in its terms of reference were to:-

Objectives

- a) To enable the Council to set priorities for the Young People's Service.
- b) To ensure that the budget savings required for 2011/12 and 2012/13 are made in line with clear and agreed priorities.

Content of the Review

- To review the findings of the previous in-depth review of the Youth Service (2004) and the implementation (outcomes) of the approved recommendations (Action Plan).
- To review the current provision of Calderdale Young People's Service.
- To determine the content of an offer for young people in Calderdale, which identifies levels of entitlement to services.
- To determine clear priorities for the future, which inform both the delivery and the procurement of services, and which build on the strengths of both youth work and the Youth Offending Team.
- To determine the service's relationships with other key partners, in order to ensure co-ordination of services.
- To address issues relating to further developing a locality model, linking with other aspects of Children and Young People's Services in order to provide a joint approach to the needs of young people and, where appropriate, their families.
- To respond to changing local and national policy, particularly by designing a model for Early Intervention which targets support at the most vulnerable young people, in order to ensure that they can achieve their full potential.
- To examine potential models for delivery, with reference to commissioning, partnership working, mutualisation and social enterprise models.



Figure 2: Members' and Officers' of the Scrutiny Review engaged in discussions with staff from the Young People's Service.

2. RESEARCH AND VISITS

At our first Meeting held on 13th July, 2011:-

We appointed Councillor Colin Raistrick as Chair of the Working Party and also reviewed our terms of reference and agreed our methodology.

Carol Stone, Principal Officer, Young People's Service also provided a comprehensive information pack to assist members including a map detailing the location of Calderdale Youth Centres in the Borough; and various leaflets/booklets on things to do in the Young People's Service and guide handbooks for 11-16 and 16-19 year olds in Calderdale.

At our second Meeting held on 9th August, 2011:-

We undertook a site visit and held our meeting at the Mixenden Activity Centre. We met both staff and service users, were given a tour of the building and viewed the internal and external facilities (including bike track and reservoir).

As part of our detailed review, we were provided with information on the programmes / timetable of activities undertaken at Mixenden.

At our third Meeting held on 23rd August, 2011:-

Consideration was given to detailed budgetary information relating to the Young People's Service. We also received information about the buildings that were currently used by the Young People's Service, which informed an in-depth discussion.

At our request, the Principal Officer, Young People's Service gave a detailed powerpoint presentation to us on "A vision for the Young People's Service"

At our fourth Meeting held on 6th September, 2011:-

We undertook some more detailed budgetary analysis on the costs of the service. In addition, we considered a paper which gave a brief historical perspective; the current position and some thought for the future on the approach of the Young People's Service to working with schools in Calderdale.

At our fifth Meeting held on 20th September 2011:-

We did some further analysis on financial information and unit costs of providing the service. Considerable discussions were held around the basis of the charging structure; income targets for different units; the need for a business plan, taking account of schools converting to Academy Status and on whether facilities could be run by social enterprises or private organisations.

Discussions were also held around a proposed hub model / relocation of services at Queen's Road Neighbourhood Centre.

At our sixth (and final) Meeting held on 19th October, 2011:-

We received a presentation from Principal Officer, Young People's Service entitled "Calderdale Council's Young People's Service – Looking to the Future"

At this meeting, Members gave consideration to and made recommendations on: Our offer to the young people of Calderdale; what Young People's Services offers and what it is trying to achieve; shape of service 2012-14 and budget savings.

We made a number of recommendations to the Children and Young People Scrutiny Panel (detailed in the "Recommendations" section of this report).



Figure 3: The Climbing Wall at Mixenden Activity Centre

Site Visits

During the course of the Scrutiny Review, a number of site visits, some undertaken individually, others collectively, were undertaken by the Working Party to view Young People's Service buildings and facilities; and meet with staff and service users. Visits undertaken included to Mixenden Activity Centre; Queens Road Neighbourhood Centre; Raven Street Youth and Community Centre, Youth Works and Luddenden Youth Centre.



Figure 4: Research - meeting with a technician employed by the Young People's Service in the Motorbike Project / Training Area, Mixenden Activity Centre – learning how participants are taught about Motorbike safety, mechanics and repair.

3. ANALYSIS AND FINDINGS

The information which was presented to the review panel showed that the Young People's Service focuses much of its work in areas of economic deprivation (see map attached as Appendix 4). Therefore, where provision is open access, it is generally catering for the needs of young people who are likely to be at risk of reduced achievement, crime /anti-social behaviour, teenage pregnancy, becoming Not in Education, Employment or Training (NEET), and other potential negative outcomes.

The Young People's Service provided the information below to the Scrutiny Panel:

The Service: (Calderdale Young People's Service – statistics 2010-2011)

- Is in contact with 5890 different young people aged 13 - 19
- Have 3782 different young people participating aged 13 - 19
- Has over 63,000 attendances
- Operates from 30 locations

- Has 2 mobile units in contact with 2066 young people in across the Borough
- 536 young people participating in DoE Awards
- 121 Duke of Edinburgh (DoE) Awards achieved
- 316 other young people achieving other awards
- 313 young people accessing additional support
- 207 young people involved in Rock Schools
- 200 young people at the North Bridge Leisure Centre celebration event
- 235 young people participating in 22 residential experiences
- 126 educational visits to 41 venues involving 1320 young people

The Service provides:

The Young People's Service provides youth work for young people in Calderdale, on the basis that youth work is a system of personal development and informal education based on the needs of young people. Whilst activities and fun may be part of the offer, the basis of operation is that young people are learning, being challenged, being supported and offered different opportunities.

The Service also contributes to the following strategies: Teenage Pregnancy, NEET, Anti-Social Behaviour, Anti-Bullying, Youth Homelessness, Early Intervention, and Child Sexual Exploitation. In the past, the Service has worked alongside the Police and Street Wardens addressing the issue of young people's use of alcohol on Friday evenings, which has involved joint approaches to groups of young people drinking in public spaces.

Recently teams of youth workers contributed alongside other professionals to diversionary programmes aimed at preventing young people from becoming involved in civil unrest; the involvement in this work was based on a sound knowledge of young people in communities, and an understanding of which young people were likely to become involved. The Service contributes on a consistent basis to the community cohesion agenda.

Youth work is delivered:

- in 9 Council owned buildings and 8 rented premises,
- through mobile youth provision, particularly in rural areas: there are two vehicles in use for these purposes in the borough.
- Via targeted youth support through key workers who work with vulnerable young people referred by a range of partners; some of this work is located in schools.

- Through town centre drop-in provision, at the Youth Works project, which works with many vulnerable young people, including young people who are homeless, care leavers or victims of domestic abuse. 360 young people accessed this project during 2009-2010.
- Through Outdoor education and other activities, at Mixenden Activities Centre, which offered 9653 individual opportunities last year
- Within a range of accredited opportunities for young people, including the Duke of Edinburgh's Award, on which 1200 young people are currently active across the three levels (gold, silver and bronze)
- Through provision of positive activities for young people, including Friday and Saturday night provision. This work has become increasingly varied and successful, and includes rock Schools and the use of Leisure Centres. As many as 107 young people have attended the Saturday night provision at Todmorden Leisure Centre in one session.
- The Service has established methods for recruiting adult volunteers, and in the future this work will be undertaken jointly with the Youth Offending Team (YOT).

The service has contributed extensively to the development of proposals, and plans for, the Orangebox centre in the town centre of Halifax.

Our review of the Young People's Service is firmly based in the reality that the cost of the service needs to reduce because of the financial pressures that Calderdale, like all local authorities, is facing. We have made recommendations - within that context – that we believe will still give the services a positive forward direction, rather than merely retrenchment.

By targeting services at those young people where the service can make most difference, using fewer buildings and making sure that the buildings that remain in use are used more efficiently, and by maximising the opportunities for income generation, we believe that the service will be able to reduce the costs of the service, whilst minimising the loss of direct service provision.

We did have the option of recommending that the service cease running any buildings at all. We have not done this. We consider that the service needs visible bases in different areas of the Borough and that young people need to be able to identify places where they can go. We acknowledge that activities provided creatively can enhance the lives and aspirations of some young people, whilst diverting others from crime and anti social behaviour, and that these activities cannot be provided without buildings. However, we recognise that some activities have been provided from partner and other agencies' premises, and we urge the service to continue and expand these developments.

In developing the service we recognise that there are many different voluntary organisations that provide leisure and development opportunities to significant numbers of young people. Organisations such as the Scouts and Guides and sports clubs, for example, provide invaluable opportunities for many young people. The Young People's Service focus should remain on those young people who have some additional needs whether those are economic, or relate to particular problems in their lives. Therefore:

- Although the service should be universally accessible, it will not necessarily operate in every area of the Borough and may be barely visible in some of the more affluent areas, focussing on those wards where there are higher levels of deprivation.
- We believe it is important that the service works with young people in their communities. This can partly be achieved by retaining some neighbourhood youth facilities where this happens; we also want to see the Young People's Service continue to help young people be part of the strength of their communities and contribute to community life in a positive way, through volunteering, for example.

A targeted service provided with fewer resources

- The young people's service currently operates from 17 buildings (9 of which are owned by the Council and the others are owned by voluntary organisations in the Borough). This is too many. We consider that the service can run more efficiently and at a lower cost by ceasing to operate from some of these buildings.
- As resources are reduced the service needs to focus on its core objectives and core client group. This will make it more of a specialist service, working with fewer young people.
- The service should make better and more extensive use of volunteers. Volunteers will not only provide additional resource, but can provide a different and varied perspective from that of professional staff. Volunteering can provide opportunities for members of communities to make provision for young people, in line with current Government thinking.
- The Young People's Service should not be the sole provider of all these types of services. Some local authorities have prepared a commissioning strategy for youth services, specifying what the service should provide, and procuring at least some of this work from external organisations. The development of a commissioning strategy would:- give clarity to the service; ensure that those services commissioned will deliver the key objectives of the service; give an opportunity to test the effectiveness and efficiency of our own services against other organisations.

- The service should explore alternative models of provision, including the benefits that may accrue from developing social enterprises/mutuals to run some services for young people.

Evidence given to the Commons Education Select Committee by *Social Finance* suggests that youth services could be a beneficiary of social impact bonds:

Part of the problem with existing funding for services in the youth sector and elsewhere is that it tends to be targeted towards preventing or encouraging specific behaviours (anti-teen pregnancy, pro-school attendance, etc.) rather than meeting the needs of individuals as a whole.

While data in the sector is often limited, there does seem to be evidence that the same young people are often at risk of multiple negative outcomes – teen pregnancy, poor school performance, anti-social behaviour, substance abuse, poor mental health, etc.

This implies that in fact there could be significant value to focusing outcomes-based contracts, like Social Impact Bonds, around multiple outcomes and hence broader services for those most at risk, although it may be possible to structure the contract itself around a single outcome that is tightly correlated to other positive outcomes and would reduce the complexity of contracting.

One example could be a stated outcome of preventing entry into care for adolescents. Research highlights the poor social outcomes experienced by young people who have been looked after. A Social Impact Bond with the stated outcome objective of reducing care entry could be linked to a variety of positive social outcomes such as improved school attendance and reduced youth offending.

- Links with community organisations operating at local level do exist and should be further developed. The service responds to requests from organisations wanting to set up / develop youth provision, and often responds to those with training and support. The service should develop its role in training and supporting such organisations as an opportunity to further involve communities in developing youth provision.
- We heard about some excellent work that the service undertakes in some schools. However, this did not appear to be consistent across the Borough and the development of a commissioning plan should ensure greater consistency. And although some work takes place in a school setting, rather than for schools, we believe that there is an opportunity for the service to enter dialogue with schools to discuss which services should be provided in order that the service could generate greater income from them.

In an ideal world young people from different communities would mix in youth centres without any hint of tension or rivalry. However, that is not the world we live in. Communities remain geographically based and there are – as there always have been – tensions between some members of those communities. Members of the working party felt very uncomfortable by observing some sessions at youth centres that appeared mono-cultural, although reflecting the communities which they serve. Our recommendations state that the Young People's Service should continue to challenge young people's attitudes as it is vitally important that they continue to do this in order to equip young people to live in today's society.

These issues need to be considered as part of a larger community cohesion plan which brings together different partner agencies to challenge attitudes and build for the future and may need to be revisited either by the Children and Young People Scrutiny Panel, or by Safer and Stronger Communities Scrutiny Panel

Our recommendations, if adopted will form the basis for a clear strategy that will take the service forward over the next few years.

Case Study 1

A Young People's Services Youth Centre meeting in one area of the Borough was visited on a Thursday evening at which around 25 young people were in attendance. There were also four staff from the Young People's Service on duty and in addition, a member of staff from a Leisure Centre (providing advice/guidance to the young people on the use of a treadmill being demonstrated at the Youth Centre that evening).

This seemed an expensive use of staff resources. If a strong volunteering strategy had been put in place, this session could have been run by two members of staff, supported by volunteers.

Case study 2

Members visited the Youth Works project in the centre of Halifax. This project works through detached youth work and a daily drop-in and attracts some vulnerable young people across the age range. Some of the young people have complex needs, and the youth workers support them in dealing with their problems.

Case Study 3

Members visited the Mixenden Activity Centre, which provides a range of activities including climbing, canoeing, mountain biking and motor cycling. The centre is very well equipped, and provides services both to the local community and to young people from across the Borough.

The centre generates income from its work with schools in particular, and will shortly house the attendance centre for the Youth Offending Team, as well as becoming involved in funded provision for NEET young people.

The Council's "Offer" to Young People

The Young People's Service does not operate in isolation, but contributes to the wider "offer" made to young people, particularly those who are experiencing difficulties in their lives. We feel it is important that – as the Young People's Service changes over the next few years, the Council has made a clear statement about the offer it is making to young people. As resources available reduce, it is all the more important to state the core purposes of the Young People's service.

RECOMMENDATION 1

The Young People's Service has a valuable role to play in helping the Council and its partners deliver the following offer to young people:

- Learning that includes informal out-of-school opportunities, including youth work and activity-based groups;
- Access to a wide range of sports, arts and cultural activities;
- Good quality facilities for young people;
- Access to information about services and facilities;
- Access to advice, information, guidance and support;
- Opportunities to volunteer;
- Targeted work with young people who have additional needs, who are at risk, or who are disengaged from services.

This should be the focus for developing the Young People's Service for the future.

What Issues Should the Young People's Service Address?

The Young People's Service is a targeted service that aims to help young people who are experiencing difficulties in their lives, with a view to helping young people address those difficulties and – wherever possible – preventing them from requiring more formal intervention, through the courts, care proceedings etc.

RECOMMENDATION 2

The Young People's Service has an important contribution to make to promote:-

- Participation in education and learning;
- Healthy Lifestyles;
- Making informed life choices;
- Staying Safe;
- Participation in community life;

It therefore has a role to play in early intervention strategies combating:

- Substance and alcohol misuse;
- Anti-social behaviour;
- Teenage pregnancy;
- Poor attendance at school;
- Problems for young people arising from difficulties within their families;
- Homelessness;
- Young people not being in education, employment or training
- Bullying.

The Young People's Service should remain a universally accessible service, but, in order to maximise its contribution on these issues, should focus its work in the areas of the Borough where these problems are most prevalent and with those young people most likely to be affected by these issues.

We believe that by early intervention with young people in these areas, this will help prevent many of them from requiring more formal interventions from the social care or criminal justice system, and other potential negative outcomes.

What should the Young People's Service do?

Our third recommendation leads on from the first two. Young people should know what to expect from the Young People's Service and we believe that the statement below should do just that. It can also act as a yardstick against which performance can be judged.

RECOMMENDATION 3

The Young People's Service should continue to be a service that:

- Works with young people in their communities and enables young people to build bridges between communities;
- Supports young people through the transition from childhood to adulthood;
- Helps young people to make informed life choices;
- Provides personal and social development;
- Listens to young people;
- Offers informal education opportunities;
- Can provide a "significant adult role";
- Facilitates group work with peers;
- Challenges the attitudes of young people when necessary;
- Provides new opportunities for young people.

RECOMMENDATION 4

In the current economic climate we recognise that the Young People's Service will have fewer resources available to it and that this means that the shape and quantity of the services it provides will have to change. We believe that it is still possible to provide a high quality and effective service within the context of the principles set out in our first three recommendations. To do this the service must:

- Reduce the number of buildings that it operates from and make sure that it uses the remaining buildings as efficiently as possible;
- Develop a volunteering strategy to maximise the opportunities for people to volunteer to help the service deliver its priorities/supporting community organisations in youth work delivery at a local level.
- Develop a commissioning strategy so that - where it makes sense for service provision or economic reasons – some services may be provided by organisations other than the Council.
- Consider alternative models of service delivery, eg social enterprises;
- Strengthen its partnerships with other organisations so that some services may be provided jointly, or from different venues
- Maximise opportunities for income generation, particularly from schools, and through the use of key facilities, eg Mixenden Outdoor Centre

Four Teams...

We discussed at some length whether the service should be delivered from different geographical patches and, indeed whether the service should manage any buildings at all.

We concluded that it is important that young people can identify the service through a geographical location. It also felt that a lot of energy would be expended by staff on finding accommodation to rent.

Another argument against having a geographical structure is that you risk tying up resource in areas of lower need. However, we received evidence that demonstrated that the current geographical base of the service was already focussed on those areas with greater need.

It may be possible to find some efficiencies in management and building costs by moving to a three-patch model, but so long as other parts of children's service and other organisations such as the police divide the Borough into four patches, the advantages of co-terminosity outweigh some marginal efficiency savings.

RECOMMENDATION 5

We consider that the Young People's Service should continue to be delivered from buildings in different parts of the Borough, rather than a model of service delivery that operates without youth centres.

The service should work through four Area Teams, based on the existing area boundaries and should propose a specific role for the area teams and the "hub model" within which they should operate.

These hubs should be used as resources for organisations working with young people in the areas, both in terms of co-location and for maximum use of resources.

With reference to Recommendation 5 above, the hubs should link to the Orangebox Project, which will provide an exciting and extensive range of activities for young people. This should act as a model for a range of activities to which the Council and its partners aspire for young people.

Examples of Youth Hubs operating at the City of Westminster and Wirral Councils can be found by following the undermentioned web links:-

<http://www.westminster.gov.uk/services/youngpeople/youth-hubs/>

<http://www.wirral.gov.uk/my-services/community-and-living/community-centres-and-youth-hubs/youth-hubs>

Budget Savings

Currently the Young People's Service is required to find £200,000 revenue savings in 2012/13 and a further £140,000 in 2013/14. We anticipate that there will be further savings to be made that will be identified in the next or subsequent budget rounds.

There is no statutory requirement to provide a Young People's Service, so one option would be to cease to run a Young People's Service at all. We consider that the Young People's Service is of significant benefit to many of the more disadvantaged young people of the Borough and that, should it cease to exist, it would be likely that some young people would require other, more costly, interventions. Consequently, we do not propose this at this time. If the financial situation we face becomes even more severe, we recognise that all non-statutory services become at risk.

In other parts of this report, we have set out how the implementation of a robust commissioning strategy and more extensive use of volunteers will make a key contribution to maintain service levels whilst reducing local authority expenditure, in particular on staffing. These savings will take some time to feed through.

For 2012/13, the service can find around half of the savings required by reducing the numbers of buildings used by the service and by using the other buildings more efficiently.

Reducing the number of buildings the service uses will – in time – produce some capital receipt that the Council can reallocate to other, key priority areas.

We recommend that the service retains revenue budgets associated with those buildings. This will reduce the need for rapid reductions in staffing levels and the consequent immediate withdrawal of some services and will allow a period of "smoothing", whilst larger savings are identified through better commissioning and the increased use of volunteers.

Reduction in administration costs, which may require some management restructuring, and utilising £50,000 from the Youth Opportunities Fund (YOF) should provide the balance of savings required in 2012/3.

The service does have some capacity for increasing income and should seek to maximise income as a further contribution to budget savings.

Details of options for achieving budget savings can be found in Appendix 5

RECOMMENDATION 6

The service is required to find £200,000 budget savings for 2012/13 and a further £140,000 in 2013/14.

These savings should be achieved through

- reducing the revenue costs associated with buildings by reducing the number of buildings used by the service and by using the remaining buildings more efficiently. We recommend that Cabinet “credit” these savings to the Young People’s Service so that substantial reductions in staffing levels can be avoided.
- A two year plan for the budget savings needs to be developed

Involving Young People

Members of the Children and Young People Scrutiny Panel have visited a number of Youth Centres as part of this review and have talked with many young people who use our services. What they have told us has been some of the most important evidence we have heard.

We hope that Cabinet will accept our recommendations and that implementation will begin immediately. We hope that the Young People’s Service will communicate our recommendations to the young people who use our services and will make sure that young people are as involved as possible in redesigning their service.

RECOMMENDATION 7

The Young People’s Service should make sure that young people are aware of the recommendations of this review and fully involved in their implementation.

Further Scrutiny Panel involvement

Too often Scrutiny Panels require regular updates from Officers that only serve to distract officers from implementing scrutiny recommendations and reduce the capacity for Scrutiny Panels to focus on other priorities.

For that reason, we do not anticipate scheduling regular updates in 2012. However, this is an important service and we think that these recommendations should lead to a significant re-shaping of that service. We wish to review implementation of our recommendations in Spring 2013.

RECOMMENDATION 8

The Scrutiny Panel should review the implementation of these recommendations in March 2013.

The Young People's Service has started work on a draft action plan to respond to these recommendations. The action plan will be amended in the light of final decisions of Cabinet in response to the Scrutiny Panel recommendations. The draft action plan is included as Appendix 6.

Appendix One

Membership of the Working Party (2011/12 Municipal Year)

Councillor Colin Raistrick (Chair)
Councillor Mrs Christine Bampton-Smith
Councillor John Hardy
Councillor Faisal Shoukat
Mrs Patricia Astwood, MBE

(Support to this Scrutiny Working Party was provided by Paul Preston, Scrutiny Support Officer, Democratic and Partnership Services and Mike Lodge, Senior Scrutiny Support Officer in the Scrutiny Support team)

Appendix Two

Summary of Witnesses Giving Evidence

Anne Scarborough, Head of Family Support Services, Children and Young People Services Directorate

Carol Stone, Principal Officer, Young People's Service, Children and Young People Services Directorate

Chris Eves, Assistant Principal Officer, Young People's Services, Children and Young People Services Directorate

Clive Ingham, Senior Youth Worker/Team Leader, Mixenden Activity Centre, Children and Young People Services Directorate

Marcus Irving, Senior Instructor/Youth Worker, Mixenden Activity Centre, Children and Young People Services Directorate

Kim Blackburn, Youth Worker, Children and Young People Services Directorate

Young People's Service Staff and Young People (Visit to YouthWorks on 20th September, 2011)

Bryan Brooks, Young People's Services Manager, Children and Young People Services Directorate

Young People's Service Staff and Young People (Visit to Luddenden Youth Centre on 13th October, 2011)

Young People's Service Staff and Young People (Visits to Queens Road Neighbourhood Centre and Raven Street Youth and Community Centre - Summer 2011)

Appendix Three

References and Bibliography

Report and minute on the Children and Young People Scrutiny Panel held on 5th July, 2011

Reports and notes of the meetings of the Young People's Services Scrutiny Review Working Party – meetings held during period July-October, 2011.

Information Pack circulated by Principal Officer, Young People's Service containing useful help and information guides for 11-16 and 16-19 olds in Calderdale; a location plan detailing buildings currently used by the Young People's Service in Calderdale; various information leaflets, including on "what to do" in Calderdale

Background reports and minutes – previous in-depth scrutiny review of the Youth Service – 2004

Calderdale Young People's Service – Quality Assurance Framework (Procedures, Guidance and Forms – February, 2010)

Briefing Paper – current work and costs of the Young People's Service – Programmes and Participants

Briefing Paper – Information on the budget and the structure of the service

Details of timetabled activities, participants etc – Mixenden Activity Centre – Summer 2011

Briefing Paper – Young People's Services Buildings (dated 23rd August, 2011)

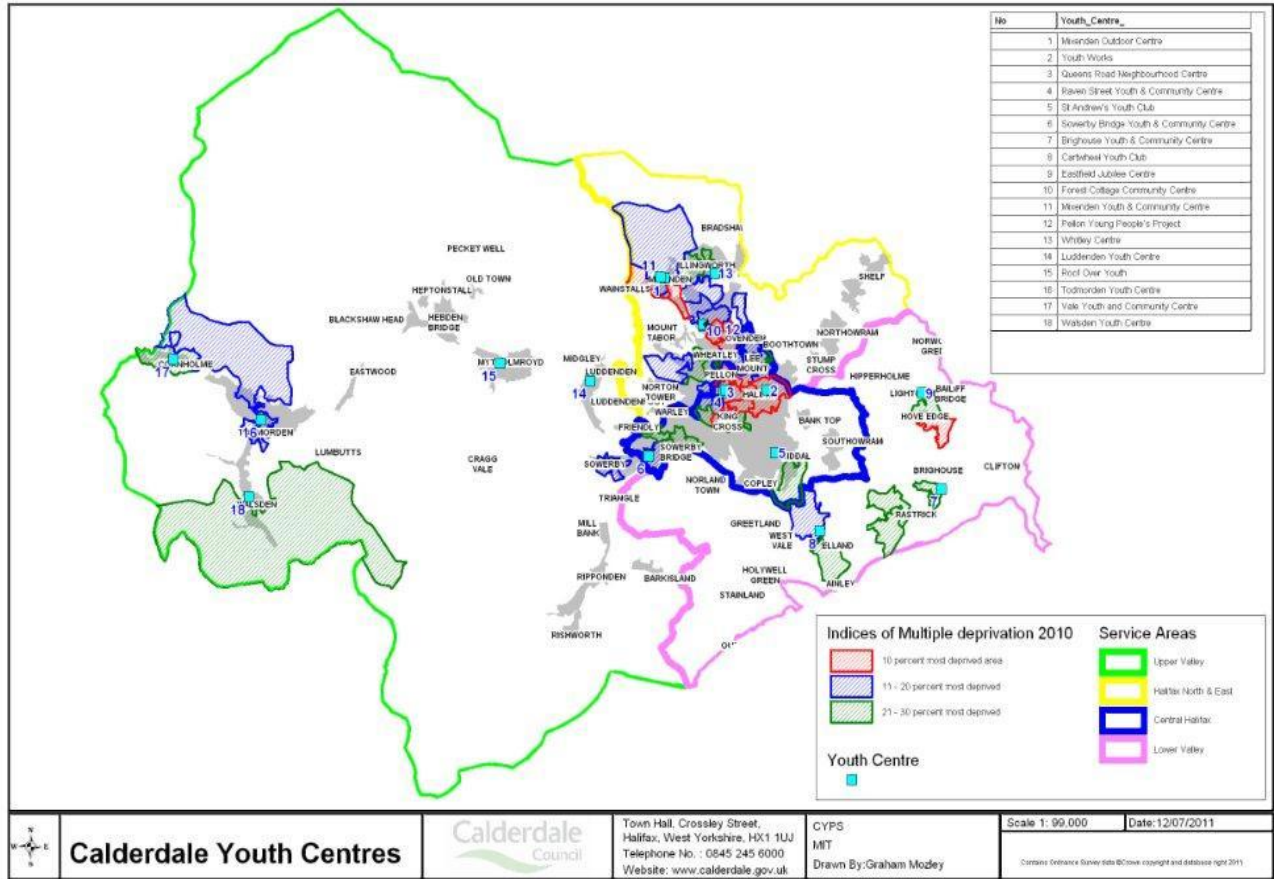
Template Job Descriptions / Personnel Specifications for posts of Targeted Youth Support Worker; Area Youth Work Co-Ordinator and Locality Based Youth Worker.

Research article by "infed" introducing the theory and practice of Youth work entitled "Youth Work – an Introduction

Briefing Paper – Young People's Services review: costing for four Area-Based hubs for Young People's Services

Briefing Paper – Young People's Services review: work with schools

APPENDIX FOUR – MAP – CALDERDALE YOUTH CENTRES



SERVICE OPTIONS FOR BUDGET SAVINGS

The budget for 2011-12 is as follows:-

Base budget	£2,121,268
Early Intervention Grant	£717,118
Total	£2,838,386

In 2012-13, the service is expected to make savings of £200,000, which are additional to £200,000 saved in 2011-12. The Service is expected to save a further £140,000 in 2013-14.

Several options are presented below; however, there was a strong feeling amongst the members of the Review Working Group that more radical reforms may be helpful. These would include income generation from schools and other agencies, and changing the shape of service delivery. Some aspects of this are mentioned above: they include well directed and trained volunteers, well used area hubs, and consideration of the model of delivery. However, in order to ensure the delivery of the budget savings, alternative ways of saving specifically £200,000 are given below.

Option 1

Savings to be achieved through
 £110,000 buildings costs
 £40,000 central admin/ running costs
 £50K YOF

Note: This option is only viable if members are prepared to agree that any savings accrued through buildings revenue savings are credited to the Young People’s Service rather than to the AM/FM review process.

Option 2

Savings to be achieved through

Management restructuring	£92000
Reduction in youth work hours	£18,000
Reduction in admin/running costs	£40,000
Removal of Youth Opportunities Fund	£50,000 YOF

Option 3

Create four integrated teams incorporating youth workers and Youth Offending Team staff. This option would allow for a restructure in middle management, and has potential for economies of scale in terms of running costs. It would also be consistent with the creation of four area teams/hubs.

Management restructure	£132,000
Youth work hours	£18,000
Admin/ running costs	£50,000

APPENDIX SIX – DRAFT ACTION PLAN

RECOMMENDATIONS	ACTIONS	KEY PLAYERS	TIMELINE	PROGRESS
1, 2, 3	Confirm the role to be played by Young People's Services in Calderdale	Cabinet	December 2011	
4	Agree a buildings strategy for the delivery of youth work, structured round the concept of 'Youth Hubs'	Principal Officer/ Cabinet		
4	Develop a volunteering strategy for youth work within the Borough	PO YPS Voluntary Action Calderdale	February 2012	
4	Develop a commissioning strategy for youth work within the Borough, including a clear statement of the specification for youth work, and the range of potential delivery partners	PO YPS PO Strategic Commissioning	March 2012	Discussion with HMI about use of findings from recent Ofsted report on commissioning youth work.

4	Develop an action plan for the use of alternative models of delivery, including social enterprise, mutuals, social impact bonds etc.			Some exploratory work/ feasibility study is being undertaken re: Mixenden Activity Centre.
4	Write an action plan for income generation and fundraising	PO YPS	Jan 2012	
6	Prepare worked up models for budget savings based on agreed ways forward (following Cabinet 12/12/11)	PO YPS	Jan 2012	Options already being outlined
7	Consult with young people and ensure their participation in the implementation of these recommendations	PO YPS Participation Team Youth workers	From January 2012	

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