

PEOPLE (CHILDREN) SCRUTINY PANEL

14 January 2016

YOUTH SERVICES REVIEW

Report of the Director for People

Strategic Aim:	Creating a brighter future for all		
Exempt Information		No	
Cabinet Member(s) Responsible:		Mr R Foster, Portfolio Holder for Safeguarding Children and Young People	
Contact Officer(s):	Bernadette Caffrey, Head of Families Support – Early Intervention		01572 720943 bcaffrey@rutland.gov.uk
Ward Councillors	NA		

DECISION RECOMMENDATIONS

That panel:

1. Notes the contents and comment on the options presented.
2. Endorse the recommended youth service redesign (Option 4) as outlined in section 4.1 of the report.

1. PURPOSE OF THE REPORT

- 1.1 To seek endorsement from members of Scrutiny Panel for the delivery of a revised youth service function and staffing structure as outlined in section 4.1.

2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Services for young people are an integral part of Rutland's Early Help Strategy 2015 and a key priority in the Children, Young People and Families Plan for Rutland. The aims of youth provision are to:
 - Ensure young people are supported to function as responsible citizens in their community, to achieve their full potential in education and to utilise positive activities and individual support that improves their well-being and personal and social development.
 - Provide young people with opportunities to participate and to engage in local decision making through effective 'youth voice' mechanisms.

- Respond to emerging local and national issues that are evidencing impact on young people's health and personal safety, for example mental health and child sexual exploitation.

2.2 Purpose of the Review

2.2.1 The intended outcome of the review is to test that the youth service offer meets a number of key priorities for the Council – 'creating a safer and brighter future for young people'; that it is aligned to the structure within the People First review and that it delivers an efficient and responsive service for children and their families in Rutland, especially our most vulnerable.

2.2.2 The review sets out key outcomes of a provision for young people, that are being delivered now by the youth service and that could be delivered in the future, including;

- A universal and accessible youth offer that is supported in its delivery by key partners, such as education, police and local community and faith groups so that it is efficient and makes best use of local resources.
- Integrated targeted interventions for young people between 11 and up to 25 years, which deliver measurable outcomes for the most vulnerable young people.
- Enhanced integration with social care and education which helps to ensure that children and young people in our system or leaving our care system are safe, have advocacy support, and have a voice in shaping services to meet their needs.

2.3 Current Youth Service Functions

2.3.1 The Youth Service currently has 2 distinct functional areas each has its own dedicated team of staff;

2.3.2 Function 1 - Youth Service Provision:

This service provides for young people aged 11 to 19, and up to 25 years, (for young people with a learning difficulty), educational and recreational activities aimed at improving their well-being with a particular focus on personal and social development. The service also includes physical and human resources to support a youth housing project, which will be referred to in more detail later in this report. Key activity within this functional area includes:

- Supporting young people to participate and engage in the design, review and evaluation of services including the delivery of the Youth Council, Young Inspectors, Young Carers and other 'voice' groups.
- Delivery of activities including weekly youth club provision and a positive activities programme, during the day, in the evening and at weekends in Oakham, Uppingham, the Barracks and some of the outlying villages.
- Targeted one to one services such as mentoring support and advocacy.

- Sexual health and health promotion services funded through public health.

2.3.3 Function 2 - Youth Options:

The Youth Options service provides information, advice and guidance to young people aged 16-19 years and up to 25 years where there is a statement of educational need (now Education, Health and Care Plan). The service aims to assist young people to participate in education, training and employment and supports the duty of the authority under the Education Act 1996. The Youth Options team supports the Council to:

- Secure sufficient suitable education and training provision for all young people aged 16 to 19 years and for those up to 25 years with a Learner Disability Assessment (LDA) or Education, Health and Care (EHC) plan.
- Make available to all young people aged 13-19 years and to those up to 25 years with a LDA or EHC plan, support that will encourage, enable or assist them to participate in education or training.
- To ensure young people receive a suitable offer of education under the 'September Guarantee' and to report on this to the DfE.
- Promote participation of young people aged 16-19 years in education and training.
- Identify and track young people who are, under the Education Act 1996, required to participate and encourage them to engage in suitable education or training.
- A key function of the Youth Options Service is to track effectively young people's participation in education. The Service collects information about all young people so that those who are not participating, or are not in education employment or training (NEET), can be identified and given support to re-engage. Tracking information about young people's involvement in education helps the Council to ensure that suitable education and training provision is available and that resources can be targeted effectively.

2.4 Current Service Costs

- 2.4.1 The total cost to the Council for the youth service is £415,931 per annum. The costs of the service are broken down as follows:

Youth Service Staffing Costs	
Youth Service Staffing (includes all admin, 21.5 hour existing vacancies and Sexual Health costs)	£250,920
Youth Options Staffing	£83,653
Staffing On-Costs	£11,400
Sub Total	£345,973
Public Health Contribution	+ £20,000
Less 0.6 Administration (covers other teams)	+ £13,448
Total Youth Staffing Costs	£312,525
Youth Housing Staff (3 pt staff)	£38,706
All Staffing Costs	£351,231

Other Youth Service Costs	
Youth Housing on costs from budget, including building costs, utilities etc. <i>(Based on current Youth Housing Budget Projections)</i>	£30,000
Youth Council Budget	£6,100
Youth Activities Budget	£15,000
Building costs (Youth Options Budget) , cleaning, utilities, equipment, resource etc.	£13,600
Sexual Health Contract and Supplies	£4,200
Public Health Contribution	+£4,200
All On Costs	£64,700

2.5 What is currently working well

2.5.1 There are aspects of the existing Youth Service, both the universal and targeted provision which work and are valued by young people and which the Council would wish to retain, for example:

- There are a number of services in place to support participation and engagement of young people in decision making and in shaping our services in the Council and beyond, these include Rutland Youth Council, Young Inspectors and Children in Care Council which have grown enthusiastic and articulate young people who represent the views of other young people in Rutland.
- The universal youth club sessions achieve out of hours coverage across the County and provides young people with a non-stigmatised service as well as a route to more individualised support.
- The sexual health service is well established, known and used by schools across Rutland providing important health and educational information to young people.
- Young people are effectively tracked through education and the service actively supports the Education, Health and Care plans and reviews for children with Special Education Needs and Disability (SEND).

2.6 Key Service Challenges

2.6.1 There are a number of factors however which inhibit the service being as effective and efficient as it could be:

2.6.2 The service delivers a diverse range of services across the whole week including the evenings resulting in staff capacity and provision being stretched too thinly. The more provisions delivered requires the Council to employ a larger pool of staff and management time to ensure effective delivery. As a result of the range of services offered the resource available to deploy to the most vulnerable children and young people is limited and increases the risk of young people escalating into higher cost services

Practice Example: British Youth Council	
<p>The service currently supports young people to attend British Youth Council events during the year including conventions and residential trips: this often involves attending conventions across the weekends for 2 members of staff 4-5 times a year plus travel expenses and out of hours support. Ultimately this reduces staff capacity to maintain other services aimed at vulnerable young people such as advocacy, targeted mentoring and Children in Care. Whilst providing such opportunities have value, the impact locally on the most vulnerable young people and the prevention of escalating need is limited and in many respects reflects a 'gold standard' of service.</p>	
British Youth Council Weekend Residential - Cost Example	
2 Staff Members for 2 days (32 Hours)	£429
Planning - Staff (5 hours)	£67
Travel Costs inc Young People	£300
Sleep in Staff Costs (JNC overnight)	£200
Total Cost	£996
<p>The total cost of providing this service is equivalent to providing 74 targeted mentoring hours to vulnerable young people.</p>	
British Youth Council one day Convention - Cost Example	
X 2 Staff Members for 1 day (16 Hours)	£215
Planning - Staff (3 hours)	£40
Travel Costs inc Young People	£300
Total Cost	£555
<p>The total cost of providing this service is equivalent to providing 42 targeted mentoring hours to vulnerable young people.</p>	

- 2.6.3 The holistic nature of the universal offer makes it hard to define and measure impact and the value for money obtained by the service.
- 2.6.4 The service is unable to be dynamic and responsive to new and emerging priorities due to the delivery of a broad spectrum of services.
- 2.6.5 The service reaches a large cohort of young people in Rutland, particularly through educational sessions in schools. However analysis of attendees at universal provisions highlights that the cohort of young people engaged regularly is relatively small*, around 80 young people. Attendance at universal club provisions has remained consistent with relatively low numbers in many provisions and the level of new attendees small.
- 2.6.6 The number of pupils on roll at Rutland schools from the last school census in May 2015 and the count of young people recorded on IYSS (Youth Services data base), at the end of May 2015 who were aged between 11 and 19 years old (inclusive) and resident in Rutland is 2,444. This does not include pupils attending independent schools or out of county schools.
- 2.6.7 The youth provision scoping exercise conducted in June 2015, demonstrated that there are a number of existing provisions already in the community for young people over the age of 11 years in Rutland, much of these are provided as extracurricular activities by schools and there are a wide range of sports clubs and associations for young people. There are a number of uniformed groups such as; 4 scout groups and 1 explorer scouts group, 5 Girl Guide groups and 1 senior section and there are 2 groups of cadets. In addition there are existing services that have been commissioned that support young people that should be utilised to avoid duplication and, essentially, paying double for a service already available for young people;

Practice Examples: Existing Funding and Community Capacity**Police and Crime Commissioner – Targeted Mentoring Support to Young People**

The service currently provides one to one mentoring support and youth clubs throughout the week. There are however existing opportunities that are not currently being utilised that could help meet the universal offer and free up staff resource to deliver targeted support. For example the Police and Crime Commissioner's Office provides funding to support '20/20' mentoring for young people. Support workers in the Youth Service could be utilised more on building capacity in local communities to sustain universal provisions and enable less reliance on the Council to deliver these services directly.

Young Persons On-line Counselling Service (Kooth)

Young people in Rutland have stated that emotional health and well-being support is a key concern for them and they would like better access to early advice and support. Kooth.com is a free, anonymous, confidential online counselling, advice and support service for young people aged 11-19 years living in Rutland. The service has been commissioned from November 2015 to November 2016 by Public Health and will enable a young person to access online the support of a trained counsellor to talk about anything that is bothering them. Counsellors are available until 10pm each night, 365 days per year.

Police and Crime Commissioner - CSE Specialist Provision

Child Sexual Exploitation is a key national concern and a focus of work in Rutland. Recently the Police and Crime Commissioner provided £1.2m to develop a specialist response service to victims of CSE across Leicestershire & Rutland. This includes specialist health workers, return home interviews for missing children and a parental support worker.

LLR Better Care Together (BCT) Future Minds

The Emotional Health and Well-being Transformational Plan and budget is designing new ways of delivering support to young people experiencing emotional and mental health issues from early intervention to specialist services.

- 2.6.8 At present the support available to children, young people and families in Rutland is established for 0-5 years and 11 years plus and there appears to be a gap in provision for families with children between the ages of 5-11 years. The youth offer could play a key role in supporting a consistent and joined up journey for families that spans beyond 11-19 years by placing dedicated youth practitioner time in the Targeted Intervention team. Furthermore the recent consultation exercise with young people across Rutland conducted by Healthwatch, has highlighted the need for provision to support the growing mental health and emotional needs of young people.

3. YOUTH SERVICE REDESIGN

- 3.1.1 Fundamentally any proposal for a redesign of the youth service should include attempts to overcome the challenges that currently exist within the service. The review should address the imperative to build resilience to maintain a universal offer for young people, and to deliver targeted provision to those most in need within the demands and constraints on the Council's budget in future years; in essence to hold on to what we know works and what is valued by young people.
- 3.1.2 Consultation with Young People
- 3.1.3 As part of the People First review young people were asked their views on the delivery of youth services including their views on paying to attend youth provisions such as weekly youth clubs. In late 2013 a number of young people reported that they would not be able to afford to pay to attend clubs and the vast majority felt they would not be willing to pay to attend provisions and would find alternative places to hang out with friends.

- 3.1.4 A consultation exercise is currently underway (Appendix A) in order to ascertain the views of all young people aged 11-19 in Rutland. The consultation is being rolled out to all young people attending youth provisions provided by the service and to schools across Rutland
- 3.1.5 The consultation exercise is still underway and the findings will be considered when designing specific services provided. On the 30th December 119 young people have responded to the survey, at this early stage findings support the view that health and well-being should be a key part of a youth service offer with all but one group ranking this as the most important issue for young people. In addition all but one group felt they would seek confidential and impartial advice from their parents with young people least likely to talk to teachers.
- 3.1.6 Essential Youth Service Functions
- 3.1.7 By understanding what works now for young people and taking in to account the feedback received from the current consultation with young people, it is recommended that a youth offer and supporting structure should consist of the following functions;
- 3.1.8 Integrated support for families - targeted intervention: Dedicated resource which forms part of a targeted intervention team within the early intervention service, working alongside other skilled generalists in the Children Centre, Aiming High programme, the Changing Lives programme and the Intensive Family Support team to deliver a 'whole family' approach. Youth workers would broaden the scope of their work with younger children over 5 years of age, to provide a clear and joined up journey for families and ensure a consistent worker for the young person from 0-19 years and up to 25 years with a learning difficulty. A key consideration is the practical and emotional support our young care leavers need as they transition in to independent living.
- 3.1.9 Participation, engagement and partnerships: 'Youth Voice' should remain central to the Council's early help offer and its intention to deliver the Participation Strategy across the Council. The Youth Council, Children in Care Council, Young Carers and Young Inspectors Group would remain as key mechanisms to promote youth voice and young people's involvement in decision making. A focus would be required to attract more of our under-represented groups or those young people whom are not confident nor have the means to have a voice at school or in their community. There is also the wider purpose of engaging our clients in service design and evaluation and supporting advocacy for children and young people who are receiving our social care services.
- 3.1.10 Universal Offer: The service should retain support for universal provisions which should focus on helping to build capacity and confidence within the community to deliver universal youth provisions. The function would involve youth support workers working with town and parish councils, the voluntary sector and our adult education services to identify and train volunteers, to set up provisions and to identify funding to sustain local groups and communities. Currently work is underway in the service to realise joint working opportunities with our Community Agents, the Oakham Baptist Church, the Army Welfare Service and the Police, who may be a rich source of volunteers to help deliver and maintain universal provisions across Rutland.

- 3.1.11 Health and Well-Being: The service should build on the existing sexual health service by broadening the role to wider mental health and well-being for young people. Key to this includes developing collaborative partnerships with educational establishments to embed effective practice and policy. This area could also include dedicated Child Sexual Exploitation (CSE) work within the healthy schools based education and awareness programme.
- 3.1.12 Youth Options: Retaining a focussed education and careers service that provides advice and guidance to targeted groups and supports other practitioners to deliver generic careers advice and support. The support to deliver on the statutory tracking requirement would continue, however further work could be done to engage schools more in providing robust data on both the destinations and the attrition and retention rates for young people accessing education, training and employment. There is the opportunity to align this function more effectively within the Education and Skills service such as the Adult Learning team.

4. OPTIONS APPRIASAL

4.1 Option One - No change

- 4.1.1 To retain the service in its existing form and continue with all the functions currently delivered and outlined in Section 2.3 of this report. This would not achieve any financial saving and would support less effectively the integrated early response for children and young people.

4.2 Option 2 – Focus on Universal Provision and reduce all Targeted Provision

- 4.2.1 Directly deliver a universal youth offer and have minimal focus on targeted support services. In real terms this would mean reducing mentoring services and staff, removing the targeted practitioner positions and withdrawing the youth options service for targeted cohorts (retaining only the statutory tracking requirement). This option will achieve savings in the region of £115,000 as outlined below;

4.2.2

Revised Staffing Structure and Costs				
Role	FTE	Scale	1 st Year Cost	Top of Scale
Senior Youth & Community Development	1.0	P01	£38,400	£41,700
Senior Practitioner Targeted Intervention	1.0	P01	£38,400	£41,700
Youth Support Workers	1.0	SC5	£53,082	£56,552
Health & Well-Being Officer	1.0	S01	£34,528	£34,528
Participation & Engagement Officer	1.0	S01	£34,528	£34,528
Youth Options Assistant	0.5	SC5	£14,138	£14,138
Administration Support	1.0	SC3	£26,500	£26,500
Staffing on-costs			£11,000	£11,000
Sub Total	6.5		£250,576	£260,646
Public Health Contribution			+ £20,000	+£20,000
Total Cost of Proposed Structure			£230,576	£240,646
Current Staffing Cost			£351,231	£351,231
*Potential Savings if public health contributions remain the same			£120,655	£110,585

- 4.2.3 This option would mean the vulnerable young people would not have access to appropriate support services which could result in escalation into higher cost services and therefore financial pressures elsewhere in the Council's budget.

4.3 Option 3 – Focus on Targeted Provision and reduce all Universal and Participation Provision

- 4.3.1 Cease the delivery of all universal provisions including youth clubs and reduce participation activities. This would involve reducing the level of youth support workers and participation officer role. This option will achieve savings in the region of £145,000 as outlined below

Revised Staffing Structure and Costs				
Role	FTE	Scale	1st Year Cost	Top of Scale
Senior Youth & Community Development	1.0	P01	£38,400	£41,700
Senior Practitioner Targeted Intervention	1.0	P01	£38,400	£41,700
Targeted Intervention Practitioners – this includes mentoring service support and transitioning support for Children Looked After and Care Leavers	2.0	SC6	£58,400	£62,300
Health & Well-Being Officer	1.0	S01	£34,528	£34,528
Youth Options Assistant	0.5	SC5	£14,138	£14,138
Administration Support	1.0	SC3	£26,500	£26,500
Staffing on-costs			£11,000	£11,000
Sub Total	10.5		£221,366	£231,866
Public Health Contribution			+ £20,000	+£20,000
Total Cost of Proposed Structure			£201,366	£211,866
Current Staffing Cost			£351,231	£351,231
*Potential Savings if public health contributions remain the same			£149,865	£139,365

- 4.3.2 Universal provisions are a means to engaging young people at an early stage and can be the first point of access into further support services. Essentially this could result in young people disengaging in support and their needs being unmet. Participation and engagement play a key role in helping ensure services meet the needs of young people and vulnerable young people, particularly looked after children and care leavers, have a voice in the services they receive. Reduction in these services is likely to impact negatively on the Ofsted rating for the Council.

4.4 Option 4 - Balance of Universal and Targeted Provision (Recommended Option)

- 4.4.1 This service model incorporates the 5 functions outlined in Section 3 and will aim to create a better balance of universal and targeted provision to those most in need and build on what currently works. In order to do this the Council will employ a tapered approach to resource planning, by reducing over a period of time, the resource it currently deploys on directly delivering universal youth services and instead adopt a facilitative approach to delivering a more sustainable universal offer. The Council should act as broker or commissioner for its universal services or to deliver generic youth support. This will require a period of transition, for example, youth services support workers will work alongside community groups to co-deliver youth clubs for a fixed period of time, to build their confidence and to demonstrate good practice

4.4.2 *Appendix B* sets out how this approach would be considered and the impact this approach would have upon the specific services provided. The table outlines what is currently offered and how this may change under the proposal outlined above.

4.4.3 The current structure for the youth service is as follows:

Current Staffing Structure	
Staff	FTE
Senior Youth and Community Development Officer (1.0 Vacant)	2.0
Youth Options Advisor	1.6
Youth Options Worker	1.0
Youth Support Workers	2.72
Youth Housing Coordinator	1.0
Youth Housing Support Workers	1.5
Health and Well-Being Officer	0.84
Administration	1.0
Youth Support Worker Vacancies	0.84
Total Staff Vacancies	1.84
Total Full Time Equivalent Staff	12.5
Total Cost Per Annum	£351,231

4.4.4 This proposal would require a redesign of the existing staffing structure and it is proposed that the following staffing structure would allow the organisation to sufficiently meet the aims set out in this proposal;

Revised Staffing Structure and Costs				
Role	FTE	Scale	1st Year Cost	Top of Scale
Senior Youth & Community Development	1.0	P01	£38,400	£41,700
Senior Practitioner Targeted Intervention	1.0	P01	£38,400	£41,700
Targeted Intervention Practitioners – this includes one to one mentoring support and transitioning support for Children Looked After and Care Leavers	2.0	SC6	£58,400	£62,300
Youth Support Workers (<i>Fixed Term contracts</i>)	2.0	SC5	£53,082	£56,552
Health & Well-Being Officer	1.0	S01	£34,528	£34,528
Participation & Engagement Officer	1.0	S01	£34,528	£34,528
Youth Options Advisor (Targeted)	1.0	S01	£34,528	£34,528
Youth Options Assistant	0.5	SC5	£14,138	£14,138
Administration Support	1.0	SC3	£26,500	£26,500
Staffing on-costs			£11,000	£11,000
Sub Total	10.5		£343,504	£357,474
Public Health Contribution			+ £20,000	+£20,000
Total Cost of Proposed Structure			£323,504	£337,474
Current Staffing Cost			£351,231	£351,231
*Potential Savings if public health contributions remain the same			£27,727	£13,757

4.4.5 There are currently 12.5 full time positions in the existing youth service structure and this option would result in a reduction in staffing capacity of 2 full time equivalent employees. However there is also 1.84 of full time equivalent vacancies, meaning as it stands a real reduction of 0.16 employees. However it must be noted the number of actual staff positions made available may differ to the current number of staff employed.

4.4.6 This option is likely to achieve savings in the region of £14-28k in the first year with further savings as the youth support worker capacity is reduced or ceases. The

calculations are based on all staff being included in the pension scheme. Currently not all staff has chosen to opt in to the pension scheme and if the same level of uptake was applied to the above structure the saving is likely to be in the region of £30-45k per annum.

5. FINANCIAL IMPLICATIONS

- 5.1 Option 4 (recommended option) will achieve an initial saving in the region of £14-£28k per annum. As outlined this is based on the application of all staff being included in the pension scheme and if existing level of uptake were applied the saving is likely to be £30-40k per annum, with further savings if fixed term posts ceased.
- 5.2 The savings are also dependent on the continuation of funding from public health.

6. LEGAL

- 6.1 The Youth Service is shaped by Section 507B of the Education Act 1996 which requires Local Authorities to secure 'so far as reasonably practical' sufficient educational and recreational leisure-time activities for young people 13-19 and up to 25 years (with a learning difficulty).
- 6.2 The service supports the delivery of key statutory functions required of the Local Authority under the Education Act 1996 and Education and Skills Act 2008 relating to securing sufficient suitable education and training provision for all young people aged 16 to 19 years and for those up to 25 years with a Learner Disability Assessment (LDA) or Education, Health and Care (EHC) plan. The service will be required to maintain this function.
- 6.3 The Youth Service and associated provisions is not a statutory function and the law did not intend Local Authorities to be the sole provider of such services. Therefore the levels and the breadth of youth provision across the country vary and, locally, many areas, including Leicestershire, have reduced their Youth Service provisions significantly.

7. WIDER CONSIDERATIONS

- 7.1.1 There are a number of factors which will require consideration when progressing any of the options outlined, including but not limited to:
- The youth housing project remains suspended and the options to utilise this provision fully have been explored a number of times. Other options to support these vulnerable young people need to be progressed now, for example, to utilise some of the 'Floating Support' budget to support the housing needs of vulnerable groups and also to locate a dedicated youth worker in the care leaver's team to provide emotional and practical support and advocacy to young care leavers in their transition to independence. These may be more cost effective and responsive ways of meeting the needs of this cohort.
 - Continuing to meet our statutory obligations in relation to youth options and in particular tracking and reporting of destination data, however supporting schools to be more responsible for collecting destination and retention data.

- The risks of reducing a targeted information, advice and guidance service for vulnerable young people, including young people with SEND, would need to be fully understood and mitigated.
- The reduction of universal youth provisions across rural localities and potential impact on young people, including possible crime and anti-social behaviour associated with reduced access to positive activities.
- Capacity of the voluntary and community sector to deliver provisions which may require the Council making a financial contribution – ‘seed corn funding’, to build capacity in the initial and set up phase. Consider the youth service as part of the wider commissioning activity underway in the Council.
- Some of the funding currently provided for youth housing staff and the building on costs of Jules House through 106 funding revenue allocation (£18,600), would need to be considered and would reduce any bottom line saving.
- The Better Care Together Emotional Health and Well-Being Transformation Plan and Police and Crime Commissioner funding will provide improved services for Rutland citizens and has the potential to reduce the pressure on the Council’s youth services budget to deliver similar services for young people, namely mental well-being and protection for child sexual exploitation.

8. ORGANISATIONAL IMPLICATIONS

8.1 Human Resource implications

- 8.1.1 A change in structure will have implications for staff which will be managed in accordance with the Council’s Restructure Policy and in consultation with the recognised Trade Unions and staff. The recommended option will result in a real reduction of the staffing levels of 0.16 FTE staff. However the number of staff required to fulfil the proposed structure may mean more staff than roles available and will require further consideration when designing operational delivery.
- 8.1.2 The Council wishes to avoid disruption to staff and service users and work closely with all involved to enable a smooth transition. We would therefore seek to adopt ring-fencing to individuals directly affected by any proposed changes to minimise any unnecessary displacement within this team. In addition, we will follow ‘partial amends’ where a new job is at least 50% or more the same as an existing job and at the same grade. Staff will be placed at risk if we identify that their existing post will not exist in the new structure; where there are suitable alternatives available, every effort will be made to redeploy them and they will have preferential consideration.

9. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 9.1 The review of the Youth Services will ensure that the service is delivering the Council’s priorities now and in the future and that it fulfils its core purpose within an Early Help offer by providing universal and targeted support for young people in Rutland.

- 9.2 The report sets out the current context of the service and identifies the strengths of the service but also the challenges which risk the service not being fit for purpose.
- 9.3 Option One outlines the recommended option for a redesign of the service which will deliver financial savings of between £14k-£28k in the first year, whilst providing a better balance of universal and targeted provision to those most in need, building on what works and is valued by young people now.

10. BACKGROUND PAPERS

- 10.1 There are no additional background papers to the report.

11. APPENDICES

- 11.1 Appendix A – Consultation Timetable
- 11.2 Appendix B – Service Delivery Changes Table

A Large Print or Braille Version of this Report is available upon request –
Contact 01572 722577. (18pt)

Appendix A: Consultation Timeline

Club/Service/Activity	Date of consultation	No of young people targeted
Toast Club	09/12/15	23
Youth Council	07/12/15	15
Ketton Youth Group	08/12/15	8
Uppingham Youth Group	09/12/15	18
Young Inspectors	14/12/15	5
Tofu	12/12/15	12
SUSO	09/12/15	3
Mentoring	9/12/15	16
Sexual Health Drop-ins	04/12/15	40
Mental Health Youth Forum	08/12/15	10
Jules Youth Club	10/12/15	40
Local Schools/6 th Forms through Survey Monkey link.	04/12/15	100

Appendix B: Service Delivery Changes Table

Service	Priority	Current Delivery (Now)	Example Costs (estimates based on staffing per hour, building on costs etc.	Proposed Delivery (Future)
Rutland Youth Council	Participation & Engagement (Universal)	<ul style="list-style-type: none"> Facilitate full running of the RYC on a monthly basis and support RYC activities and residential events. Minimum of 2 staff required. Provide annual budget for RYC. 	£1,200 per month. (£700 per month plus budget £500 per month)	<ul style="list-style-type: none"> Maintain delivery as currently provided.
British Youth Council	Participation & Engagement (Universal)	<ul style="list-style-type: none"> Facilitate attendance at all RYC events, up to 11 times a year including residential events and full travel costs. Requires 2 staff support. 	<ul style="list-style-type: none"> £545.50 per month 	<ul style="list-style-type: none"> Withdraw staff commitment to supporting attendance at the RYC events. Look to other Local Authorities to support attendance where possible and encourage parental ownership of supporting attendance at BYC. Provide budget for travel to support attendance.
Children in Care Council	Participation & Engagement (Targeted)	<ul style="list-style-type: none"> Bi-Monthly meetings held, requiring 1 to 2 staff for support. Annual celebration events held. 	<ul style="list-style-type: none"> £572 per month 	<ul style="list-style-type: none"> Increase support to Children Looked After through proposed targeted intervention practitioner role. Maintain bi-monthly meetings and develop 'keeping in touch' activities through home visits and phone calls.
Young Inspectors	Participation & Engagement (Universal)	<ul style="list-style-type: none"> Facilitate bi-monthly meetings of the YI. Facilitate inspections and report writing. 2 staff for support and promotion. 	<ul style="list-style-type: none"> £932 per month 	<ul style="list-style-type: none"> Maintain delivery as is currently provided
Mentoring Service	Targeted Individual Support	<ul style="list-style-type: none"> Support levels available to young people dependant on capacity to deliver universal club provisions. 	<ul style="list-style-type: none"> £2,500 per month 	<ul style="list-style-type: none"> Maintain dedicated service through the targeted intervention staff, caseload of 10 young people at any one time.
Advocacy Service	Targeted Individual Support	<ul style="list-style-type: none"> Trained pool of staff available to provide support. 	<ul style="list-style-type: none"> £15 per hour, demand led 	<ul style="list-style-type: none"> Commission external provider (National Youth Advocacy Service) to maintain independence and provide consistent service.
Sexual Health Service	Health (Universal)	<ul style="list-style-type: none"> Full time dedicated worker supporting sessions in schools. 2 staff supporting weekly drop in sessions. 	<ul style="list-style-type: none"> £2,500 	<ul style="list-style-type: none"> Reduce sexual health drop in sessions from weekly to monthly. Utilise existing commission providers to provide resilience e.g. school nursing. Develop a targeted health service with a key focus on Child Sexual

				Exploitation and awareness raising on key health issues in school.
Jules Club	Universal Club Provision	<ul style="list-style-type: none"> 4 part time staff per week including staff planning time. 	<ul style="list-style-type: none"> £1,000 per month 	<ul style="list-style-type: none"> Maintain but increase provision to provide targeted support for the older young people in attendance, utilising Jules House upstairs.
Toast Club	Universal Club Provision	<ul style="list-style-type: none"> 2 part time staff per week. 	<ul style="list-style-type: none"> £600 per month 	<ul style="list-style-type: none"> Maintain Future delivery through the voluntary sector.
Uppingham Club	Universal Club Provision	<ul style="list-style-type: none"> 3 part-time staff per week plus staff planning time. 	<ul style="list-style-type: none"> £850 per month 	<ul style="list-style-type: none"> Maintain but reduce to 2 part time staff – utilise volunteers to help support and minimise disruption with staff shortages. Future delivery through the voluntary sector.
Ketton Club	Universal Club Provision	<ul style="list-style-type: none"> 3 part time staff once a week, plus planning. 	<ul style="list-style-type: none"> £850 per month 	<ul style="list-style-type: none"> Consider commissioning voluntary sector to transport young people to Jules Oakham.
TOFU Young Carers	Targeted Support	<ul style="list-style-type: none"> 1 meeting per month with 2 part time staff. 	<ul style="list-style-type: none"> £200 per month 	<ul style="list-style-type: none"> Maintain monthly meeting. Align with young siblings group delivered by Aiming High to reduce staff demand.
Kendrew Club	Targeted club provision	<ul style="list-style-type: none"> Club no longer delivered by RCC however delivered by the Army Welfare Team. Currently providing one staff member per week until March 2016 to support. 	<ul style="list-style-type: none"> £174 per month 	<ul style="list-style-type: none"> Delivered by Army Welfare Team.
Youth Options Service	Universal and Targeted Education and Careers	<ul style="list-style-type: none"> Tracking all young people in Education. Providing case work support to range of groups 	<ul style="list-style-type: none"> £10,000 per month (whole service costs) 	<ul style="list-style-type: none"> Reduce service size but maintain tracking function – consider alignment to Education team. Provide one to one support only to the most vulnerable e.g. Children Looked After, those most likely to transition into adult social care. Focus on improving partnerships and adopting a facilitative advice service approach.