



**WILTSHIRE CHILDREN AND YOUNG
PEOPLE'S TRUST**

**COMMISSIONING STRATEGY
FOR YOUNG PEOPLE AGED 13 TO 19
April 2012 to 2015**

**DRAFT FOR CONSULTATION
May 2011**

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1. SUMMARY

This is the draft of Wiltshire Children's Trust's commissioning strategy for the 13 to 19 age range. The strategy has been produced in line with the Wiltshire Children's Trust Commissioning framework. The strategy has sections on:

- An introduction including the purpose and scope.
- The national and local context for work with 13 to 19 year olds.
- Local needs and services.
- An analysis of the current position from the points of view of young people and staff and managers who work with the 13 to 19 age range.
- The commissioning priorities including some suggestions for the future delivery of youth work services in Wiltshire. These suggestions were developed with a range of stakeholders and wider views are now being sought.

The 13 to 19 commissioning strategy will set out a coherent vision and offer to 13 to 19 year olds who live in Wiltshire. It will reflect the priorities outlined in a range of strategies and plans which have been developed to respond to needs and improve outcomes for the 13 to 19 age range. It has been designed to ensure Wiltshire's young people receive a sustainable service which meets their needs.

Through the 13 to 19 commissioning strategy the Children's Trust will add value by ensuring everyone is working together focusing on the most important priorities and avoiding any overlap and duplication. During consultation on the draft we will be seeking to finalise the key commissioning priorities for the 13-19 age range.

The draft strategy also includes suggestions for a local youth work offer and for making savings from youth work budgets outlined in Wiltshire Council's financial plan for the period 2011 to 2015. These suggestions have been developed by a multi-agency Youth Strategy Group. The Youth Strategy Group has a broad scope and has been looking at all youth work services in Wiltshire including those provided by the Council and those provided by other agencies and groups. During the consultation we will be exploring options for building on the existing strengths of youth work in Wiltshire and for developing a service delivery model which reflects both what young people want and what is sustainable in the long term. It is important to stress that the Youth Strategy Group does not have a favoured proposal. Some of the suggestions could be combined and through discussions during the consultation period new ideas are likely to emerge. The Youth Strategy Group is keen to build consensus on the way forward.

Young people and representatives from a range of agencies and partners working with 13 to 19 year olds have been involved right from the start and their views have informed this draft including the commissioning priorities and youth work suggestions.

Consultation on the commissioning strategy will take place for 12 weeks from 13th May to 5th August 2011. There will be a variety of consultation events including the following:

- Focus groups of young people in each community area.
- Youth development service staff at a staff conference for full-time staff on 25th May and with part-time assistant youth workers on 18th June.
- Connexions staff at an event on 8th June.
- Wiltshire Youth Services Council (a forum for voluntary sector agencies) on 26th May.
- Agencies and services who work with the 13-19 age range on 12th July. .

In addition we will be ensuring the draft 13-19 commissioning strategy is an agenda item at relevant regular meetings including Area Boards.

The final strategy will be presented to Wiltshire Council's Cabinet in September 2011 along with a report making specific proposals on future plans for youth work.

The draft includes key consultation questions which are summarised in Appendix 1. Please send any response to this consultation to Pathways@wiltshire.gov.uk.

For more information please contact Jane Shuttleworth, Interim Commissioning Project Manager by email jane.shuttleworth@wiltshire.gov.uk or by phone on 07764 583178

2. INTRODUCTION

2.1 Purpose of the commissioning strategy

The purpose of the commissioning strategy is to achieve better outcomes for young people aged 13-19 by:

- Ensuring a good range of high quality services for all young people.
- Providing an early integrated response when young people are vulnerable or at risk, as soon as problems or issues arise.
- Ensuring cost effective services by improved co-ordination and reducing any overlaps and duplication.

Information on the specific outcomes we are seeking to improve is included in section 4.6.

Consultation question 1 *Do you have any comments on the purpose of the 13 to 19 commissioning strategy outlined in section 2.1 including the specific age range covered by the strategy?*

2.2 Scope of the 13-19 commissioning strategy

The commissioning strategy covers the following:

- Alcohol and substance misuse
- Education, training and employment
- Emotional well being and mental health
- Health issues including sexual health
- Housing
- Leisure and involvement in positive activities
- Promoting participation in decision making
- Safeguarding including self harm and risky behaviour
- Teenage pregnancy
- Transport
- Youth crime including crime prevention

Consultation question 2 *Do you have any comments on or additions to the scope of the 13-19 commissioning strategy outlined in section 2.2?*

2.3 Links with existing strategies

The 13 to 19 commissioning strategy will focus on improving outcomes for young people. It is important to stress that the commissioning strategy will make links with existing strategies and plans. It will not start from scratch but will bring together work taking place and by doing this ensure that there is no overlap, duplication or gaps. Some strategies extend beyond the age of 19 to cover young people up to the age of 25, in particular young people with learning difficulties and disabilities.

Existing strategies and plans developed in Wiltshire covering the 13 to 19 age range are:

- The Wiltshire Children and Young People's Plan (currently being updated). This is the overarching plan for children and young people in Wiltshire.

Education, training and employment strategies and plans

- The Wiltshire Strategy for 13-19 Education and Training
- Strategic Priorities Statement 2011/2012 which sets out the priorities for 16-19 learning (and up to 25 for learners with learning difficulties and disabilities.)
- Raising of the Participation Age plan (currently in draft)
- Education Transport Policy
- Wiltshire Work and Skills Plan (being updated)
- Employment and Skills Strategy for Wiltshire (being developed)

Plans for specific services and groups of children and young people

- Youth Work Development – Service for Young People 2010/12 Service Plan
- Young people's substance misuse treatment plan
- Teenage Pregnancy Strategy
- Wiltshire Youth Offending Service – Youth Justice Plan 2010/2012
- Looked After Children Commissioning Strategy which includes accommodation strategy for vulnerable 16-24 year olds (Placement Commissioning Strategy being updated and remit widened).
- Reducing child poverty strategy
- Hidden Harm strategy
- Police strategy on working with young people

Other plans and strategies for children and young people of all ages

- Family and Parenting Support Commissioning Strategy
- Emotional well being and mental health commissioning strategy (being updated)
- Plans for delivering the Healthy Child Programme and the School Nursing Core Programme.

Plans and strategies for all ages which impact on the 13 to 19 age range

- Wiltshire Local Transport Plan 2011-2026 and the Public Transport Strategy
- Wiltshire Housing Strategy (being updated)
- Homes 4 Wiltshire Policy
- Domestic Violence strategy
- Wiltshire Volunteering Strategy and Action Plan (currently in draft)

The list of strategies above demonstrates the importance of having an overarching strategy. Through the 13 to 19 commissioning strategy the Children's Trust will add value by ensuring:

- A coherent offer to young people.
- No overlap and duplication.
- Everyone is focusing on the most important priorities.
- The best use of the resources available.

Consultation question 3 *Are there any other strategies or plans which cover the 13-19 age range to add to the list in section 2.3?*

2.4 Developing the 13 to 19 Commissioning Strategy

This strategy is being developed by Wiltshire Children's Trust. Agreement to develop a 13 to 19 commissioning strategy was made at the Children's Trust Executive in July 2010 and endorsed by the 13-19 strategy group in November 2010.

In December 2010 a Youth Strategy Group was established with a specific brief to focus on making plans for the future of youth services. It was agreed that the work on youth services would be undertaken as part of the 13-19 commissioning strategy.

Three consultation events have already taken place: Feedback from these events has informed the content of this draft. The events were as follows:

- On 2nd February 33 staff from a wide range of agencies and services working with 13 to 19 year olds considered the scope of the 13 to 19 commissioning strategy, analysed the current position and considered the design of future services.
- On 24th February 38 young people gave their view on their local area, the type and quality of services available and took part in an exercise on planning youth services.
- On 2nd March 29 staff from the Youth Development Service staff analysed current youth services provision and considered future plans.

The 10th March meeting of the Wiltshire Youth Services Council also focused on the 13-19 commissioning strategy providing feedback on what is working well and what needs changing.

3. CONTEXT

3.1 National Context

There are currently major central government policy changes. These include:

Big Society

- The development of the Big Society agenda which involves:
 - Giving local councils and neighbourhoods more power to take decisions and shape their area.
 - Opening up public services to enable charities, voluntary sector agencies, private companies and employee-owned co-operatives to compete to offer people high quality services.
- Big Society also includes the creation of a National Citizen Service (NCS) which aims to encourage young people to become more engaged with their communities. NCS is a voluntary eight-week summer programme for 16-year-olds.

Education and training

- The Education Bill which includes a focus on:
 - Enhancing the strategic role of Councils as champions of children and parents and educational excellence.
 - Challenging every school to do their best for their population.
 - More academies and free schools.
 - Acting early when there are concerns.
 - Brokerage of school-to-school support and trading improvement services.
 - Support for vulnerable children and young people.
- The Wolf Report which reviews vocational education.
- Raising the participation age to 18 by 2015.
- Changes to Education Maintenance Allowance.

Information advice and guidance

- A new National Careers service is being established from September 2011 with full implementation from April 2012.
- Current Government thinking suggests that schools will become responsible for meeting the career advice and guidance needs of their students including a duty to provide access to impartial sources of information and advice. Initially this will apply to year 9-11 students.
- The requirement of the 2008 Act that local authorities “make available to young people and relevant adults services to encourage, enable or assist their effective participation in education and training” should be applied on a targeted rather than universal basis. This will include:
 - Targeted support for young people (including adults up to 25) with learning difficulties.

- Support for vulnerable young people to ensure participation and progression in order to avoid them becoming NEET ie. not in education, employment or training.
- There will no longer be a requirement for local authorities to provide universal information advice and guidance/career advice services to young people.

Youth Services

- The development of a national Youth Policy

Health developments

- Changes to the National Health Service being made through the Health and Social Care Bill.
- Implementation of the Healthy Child Programme.
- Making health services young people friendly through the You're Welcome quality standard.
- National strategy on Young People's Sexual Health.

Support and Aspiration - a Green Paper consultation on a new approach to special educational needs and disability

3.2 The Local Context

3.2.1 Localism in Wiltshire

The Council is planning to deliver some local services in each community area through a campus model.

A campus is a building or collection of buildings, in a community area that brings together services each individual community needs in easy to access locations. This will include services provided by the Council and could also include services from other public sector providers and voluntary sector agencies.

Initial campus developments are taking place in 5 areas – Corsham, Melksham, Pewsey, Tisbury and Wootton Bassett. To date all discussions have included leisure and youth services.

3.2.2 Local Financial Position for Children and Young People's Services

Within the Department for Children and Education savings have been identified for the period covered by the business and financial plan. This includes savings on:

- Management costs
- Procurement
- Improving value for money
- Service transformation.

The total savings to be made in 2011/12 from the Department for Children and Education budget is £6.89 million. The Council's Financial Plan for 2012-15 outlines an additional £1.740 million savings to be made from the Children and education budget. This includes £600,000 from Transformation of Youth Work Services and £417,000 from Information Advice and Guidance

The 13 to 19 commissioning strategy is seeking to ensure that we focus on the right priorities and find opportunities to improve the service. The strategy is also seeking to find innovative ways of eliminating waste and making sure services are fit-for-purpose now and in the future.

3.2.3 Vision for 13 to 19 year olds

The **Children and Young People's Plan 2008-11** sets out the vision for children and young people in Wiltshire as follows:

"To improve outcomes for children and young people in Wiltshire and to promote and support resilient individuals, families and communities."

A new Children and Young People's Plan (CYPP) is being developed by Wiltshire Children's Trust Executive. This will be published by the end of 2011.

There is not a specific vision for the 13 to 19 age range although some services have specific aims or mission statements.

During the consultation on this draft strategy views will be sought from young people and agencies who work with 13 to 19 year olds on the vision for Wiltshire's 13 to 19 year olds. Some characteristics of an effective vision are set out below. These have been informed by ideas on vision outlined by John P Kotter in his book *Leading Change*.

An effective vision is:

- Easy to imagine – conveys a picture of what the future will look like
- Desirable – is appealing
- Feasible – is realistic
- Focused – is clear enough to assist with guiding decision making
- Flexible – can respond to changing context
- Easy to communicate – can be explained in under 5 minutes

Consultation question 4 *What is your vision for Wiltshire's 13 to 19 year olds?*

3.2.4 Values

Consultation will also take place on the values which will underpin the 13-19 commissioning strategy and services for 13 to 19 year olds. These values include but are not limited to the following:

- Ensuring the participation and involvement of young people.
- Promoting resilient communities, families and individuals.
- Prioritising effective prevention and early intervention.
- Raising achievement and well-being, particularly for those vulnerable to poorer outcomes.
- Ensuring services make a difference and narrow the gap in outcomes.
- Understanding everyone's needs taking account of equalities and diversity issues.
- Providing flexible services which are available at times which suit young people.
- Services to work in partnership.

<p>Consultation question 5 <i>What values do you think should underpin the 13-19 commissioning strategy and services for 13 to 19 year olds?</i></p>
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4. NEEDS ASSESSMENT

4.1 The Joint Strategic Needs Analysis

The Wiltshire Joint Strategic Needs Assessment (JSNA) provides information on the current and future health and wellbeing needs of people in Wiltshire. The current JSNA can be found at the following address - <http://wiltshirejsna.org/>

A specific needs analysis relating to children and young people is produced annually. The latest needs analysis can be found by following the link below and clicking on needs assessment in the right hand column.

http://www.wiltshirepathways.org/UploadedFiles/Needs_Assessment.doc

4.2 Local Deprivation and Super Output Areas (SOAs)

England is divided into 32,482 Super Output Areas. (SOAs) Super Output areas are geographical areas of similar size. Each Super Output Area contains about 1,500 households. The data from each Super Output Area is gathered to compile the Index of Multiple Deprivation under a number of domains including income, employment, health deprivation and disability, education, skills and training, barriers to housing and services, crime and living environment. The scores for each domain are weighted to provide a combined score. This index was last updated in 2010. The top 10 SOAs in Wiltshire are as follows:

1. Salisbury St Martin - central
2. Trowbridge Adcroft - Seymour
3. Trowbridge John of Gaunt – Studley Green
4. Salisbury Bemerton – west
5. Salisbury Bemerton - south
6. Calne Abberd - south
7. Melksham North – north east
8. Chippenham Queens - east
9. Trowbridge Drynham - Lower Studley
10. Westbury Ham – west

4.3 Child Poverty

Poverty has a huge impact on family life. The draft reducing Child Poverty Strategy produced in January 2011 notes the 10 local Super Output Areas with the highest percentage of children in poverty in Wiltshire as follows.

1	Melksham North - north east	6.	Wootton Bassett North - central
2	Trowbridge John of Gaunt - Studley Green	7.	Salisbury Bemerton - south
3	Salisbury St Martin - central	8.	Salisbury Bemerton - west
4	Chippenham Hill Rise - north west	9.	Chippenham Queens - east
5	Trowbridge Drynham - Lower Studley	10	Trowbridge Adcroft-Seymour

Those shaded are SOAs included in the top 10 for child poverty but not for multiple deprivation.

4.4 Number of 13 to 19 year olds in Wiltshire

The table below provides information on the 13-19 population by community area.

Community Area	13-19 Population	Community Area	13-19 Population
Amesbury	2,976	Pewsey	1,201
Bradford on Avon	1,558	Salisbury	3,596
Calne	2,162	Southern Wiltshire	1,873
Chippenham	4,388	Tidworth	1,749
Corsham	1,787	Tisbury	662
Devizes	3,135	Trowbridge	3,651
Malmesbury	1,620	Warminster	2,064
Marlborough	2,526	Westbury	1,634
Melksham	2,546	Wilton	615
Mere	393	Wootton Bassett & Cricklade	2,707
Total		42,843	

4.5 Key facts

The final strategy will highlight and include an appendix on key needs and performance information relating to 13 to 19 year olds. Links will also be made with this information and the key commissioning priorities. The final strategy will include information on:

- Attainment
- Participation in learning and training
- Employment and Training
- Substance Misuse
- Teenage pregnancy
- Health including sexual health
- Youth offending
- Positive activities
- 13+ in care
- 13+ children in need or with a Child Protection Plan.
- Care leavers

- 13-19 year olds with mental health problems
- Young carers aged 13-19

Consultation question 6 *From your knowledge and experience what are the top 5 types of need which the 13 to 19 commissioning strategy must address?*

4.6 Improving Outcomes

The Government has been consulting on a Public Health Outcomes Framework. The consultation document included a number of indicators which relate to the 13-19 age range. These are listed below:

- Rate of young people not in education, employment or training at 16 and 18 years of age
- Truancy rate
- First time entrants to the youth justice system
- Hospital admissions caused by unintentional and deliberate injuries to 5 to 18 year olds
- Under18 conception rate
- Chlamydia diagnosis rates per 100,000 young adults aged 15-24

In addition there are a number of outcome indicators which relate to the 13 to 19 age range which have been prioritised in other plans and strategies including:

- Narrowing attainment gaps for vulnerable groups of young people
- Increasing percentage of young people achieving 5A*-C at GCSE including English and Maths
- Increasing the percentage of care leavers in suitable accommodation
- Rate and number of unemployed 16 to 19 year olds

Consultation question 7 *Do you have any comments, amendments or additions to the suggested outcome indicators noted in section 4.6?*

5. SERVICE REVIEW

5.1 Different Types of Service

The 13-19 commissioning strategy is seeking to ensure there is a good range of the right type of service which meets young people's needs and improves outcomes. In order to analyse services and use of resources it is useful to have a framework.

A framework for describing and categorising services is described below. The levels referred to in brackets correspond to the levels of need included in the draft multi-agency thresholds document issued for consultation in April 2011.

Universal Services (Level 1)

- Available to all young people aged 13 to 19 years.
- Young people may have some concerns or worries. Universal services would be expected to deal with these everyday concerns and worries

Targeted Services (Level 2a and b)

Within targeted services there is a wide level of need.

Lower level targeted support (2a)

- Young people have concerns or problems which will be addressed by some specific focused and short term support.
- National research has indicated that at some point in their teenage years roughly 25% of young people will need some support.

Higher level targeted support (2b)

- Young people have a number of concerns or problems which cannot be addressed in the short or medium term.
- Young people are engaged in activities which are risky and might do them some harm in the longer term. This is past the early intervention stage although services will be trying to prevent drift into crime, serious substance misuse, self harming behaviour, becoming a "child in need" or coming into the care system. This work is likely to involve a number of services and agencies.
- The numbers requiring higher level targeted support will depend on a number of factors including the success of early intervention services.

Specialist Services (Level 3 and 4)

- Young people are considered to be at risk of serious harm.
- Young people are involved in criminal activities.
- Young people are not able to live with their families.

5.2 Service and Financial Analysis

Some initial service and financial mapping was undertaken at the February workshops

A more detailed service mapping is taking place. Services will be mapped according to the types of service noted in section 5.1 above. The service mapping will attempt to include services which are funded from other sources than the council:

The mapping will include the following

- Who provides the service and how the service is procured.
- Budgets, source of funding and if possible costs.
- Service quantity and activity levels where known.
- Service performance including information on quality and outcomes.

5.3 Expenditure on 13-19 year olds

5.3.1 Overall expenditure on 13 to 19 year olds

During the service and financial mapping exercise work will take place on identifying expenditure on services for 13 to 19 year olds. In some cases this will involve disaggregating budgets to identify or estimate expenditure on the 13 to 19 age range.

5.3.2 The Youth Development Service Budget

The Council has agreed a financial plan for the years 2011 to 2015. The Youth Development Service budget has not been reduced at all in the financial year 2010/11. Agreed savings need to be found from youth development service budgets starting in the financial year 2012-13. The savings need to be found from the revenue budgets outlined in the table below. The savings also need to be set in the context of the Council's proposals to develop campuses in each of the 18 community areas.

Item	Net Budget 2011/12	Income (Fees & Charges)	Gross Budget 2011/12	Notes
County wide services	£575,000		£575,000	Funds county wide or specific services. These costs mainly relate to salary costs, transport and supplies and services.
Staffing (of which, £0.89m is allocated through the staffing funding formula)	£1,439,000	£20,000	£1,459,000	Staff costs at centre level across the county, frontline delivery, management and administration. Income from housing association partnership arrangement.
Property budgets	£503,000	£151,000	£654,000	These budgets are for running costs of youth centres including utilities, repairs and maintenance, surveys, contracts, and feasibility studies.
Staff & Young People's Transport	£26,000		£26,000	
Supplies & Services	£51,000		£51,000	
Central & Support Services budgets	£350,000		£350,000	Relating to supporting youth services eg: information and communications, technology, finance, customer care.
Totals	£2,944,000	£171,000	£3,115,000	

6. ANALYSIS OF THE CURRENT POSITION

6.1 Views of young people

On 24th February 38 young people attended a consultation workshop. The young people were divided into 5 groups. Young people from across Wiltshire attended.

In response to a question on the key issue for young people in Wiltshire in regard to transport, facilities, health, jobs and housing. Young people responded as follows:

Topic	Issue	No. of Groups concerned with this issue
Transport	• Cost – too expensive	5
	• Evening service poor / timetables poor	2
Things to do	• Awareness – lack of advertising what is available	1
	• Lack of quality	1
	• Few facilities in the villages/ lack of facilities	3
	• Lack of variety of facilities	1
Health	• Lack of services specific to young people needs.	1
	• More advice/clinics needed	3
	• Poor sexual health	1
	• Issue with too much underage drinking	1
	• Better access and promotion of what's available.	1
Jobs	• Not enough jobs for people without qualifications.	2
	• Not enough support finding a job.	1
	• Lack of job centres and training	1
	• Lack of jobs for under 16's.	2
	• Very few part-time / holiday jobs.	2
Housing	• Lack of quality affordable housing	5
	• Poor support for young people getting a new house/flat	1
	• Lack of facilities for 16-18 year olds who are homeless	1

NB. The numbers do not add up equally in each section as some groups only selected 2 issues

Young people were given a price list of buildings, staff, location and extras and were given a budget of £700,000 to create their ultimate young people's venue. Key themes from the exercise were as follows:

- Young people were willing to compromise on location and extras to ensure they had a wide range of staff.

- Youth workers were the most popular staff and were seen to be able to take on a number of roles e.g. sports coach.
- School based centres were seen as a reasonable compromise.
- Nearly every group included a kitchen and IT suite in their plans

The most important things to young people were:

- Having a young people’s building and a youth worker.
- Easy access for everyone, including disabled young people.
- The workers and young people in the building – they make the atmosphere and are why the young people come.
- That the building is a safe and secure place for young people to come to have fun.

6.2. Views from Adult Stakeholders

Two of the workshops referred to in section 2.4 above included a SWOT, an analysis of strengths, weaknesses, opportunities and threats. Key points noted were:

<p>Strengths</p> <ul style="list-style-type: none"> • Overall good range of high quality services with some good practice examples • Some good outcomes for young people • Diverse youth services • Some outward looking schools • Youth development service has national recognition • Strong ethos about prevention • Strong on participation and involvement - Wiltshire Assembly of Youth, Children and Young People’s Involvement Groups (CAYPIGs) and Area Board engagement • Duke of Edinburgh’s Award Scheme and a range of voluntary sector programmes eg Guide Awards & In4mers (peer education programme) 	<p>Areas to Work On</p> <ul style="list-style-type: none"> • Improving partnership working • Better co- ordination of services • Funding issues • Access to support around emotional wellbeing and mental health concerns • Alternative education packages and partnerships • Job opportunities for young people • Transport – especially in the evenings and weekends
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase participation and involvement of young people • Take a more local focus • Improve the way agencies work together • Reshape services and be creative about service design • Promote awareness of who does what and what’s available for 13 to 19 year olds • Remove duplication and overlap 	<p>Threats</p> <ul style="list-style-type: none"> • The overall context for public sector services is tough • Might lose some valuable services. In particular might reduce services available to all young people and focus these on the young people who need it most • Loss of knowledge and experience of staff and managers • Reduced employment and higher education options for some young people

Consultation question 8 *Do you have any comments or anything to add to the analysis of the current position outlined in section 6.1 and 6.2?*

Consultation question 9 *Do the commissioning priorities outlined in section 7 below take into account the analysis outlined in section 6? If not, please suggest amendments or additions to the commissioning priorities noted in section 7.*

7. COMMISSIONING PRIORITIES

7.1 Campus Developments

Section 3.2.1 outlined plans for developing a campus in each of the 18 community areas. Each campus would bring together a number of local services provided by the Council and other agencies in a building or collection of buildings.

It is envisaged that each campus will contain some space which will be used by the 13 to 19 age range. Discussions with the community on the size and type of space required are already taking place in the 5 areas which are involved in the first phase.

Consultation question 10 *Should there be space for young people in each campus and if so what size and type of space is required by young people?*

7.2 Commissioning Priorities for Services for 13 to 19 Year Olds

A number of commissioning priorities are highlighted below. These have been informed by:

- The Council's Business Plan and Financial Plan for 2011-15.
- Other key strategies and plans.
- Feedback from young people and other key stakeholders made at the initial consultation workshops and events.
- Discussions which have taken place at the Youth Strategy Group.

The commissioning priorities are

CP1 Maximising the participation and involvement of young people

- Continuing to increase opportunities for young people to participate in the planning and delivery of services.

CP2 Improving educational attainment

- Developing and implementing a system to broker school-to-school support, ensuring that there is no detrimental impact in those schools providing support to others.
- Building capacity, resilience and sustainability in schools, working with their local communities, where there are particular vulnerabilities, eg schools with a high percentage of children from service families.
- Investing in the provision of support to enable schools to better identify, plan for and meet the needs of vulnerable groups in order to raise attainment.
- The Strategic Priorities Statement sets out plans for the education and training of 16 to 19 year olds. This includes the following priorities:
 - Increasing participation of learners in education, training and employment (especially for children and young people with learning difficulties and disabilities.)

- Reducing economic disadvantage through improving achievement and progression opportunities for all learners.
- Increasing the range of opportunities available across a rural county in order to meet needs geographically and for identified groups.
- Improving the quality of provision and ensuring value for money in commissioned provision.

CP3 Supporting young people to move into employment and training and keeping the number of young people not in employment, education and training to a minimum. A range of activities are planned as part of the Action for Wiltshire programme including:

- Creating new apprenticeships.
- Creating work experience placements.
- Preparing young people to move into employment, training or further education.
- Ensuring vulnerable young people have access to additional support.
- Developing new initiatives to support young people such as role modelling and skill development opportunities.

CP4. Improving access to information, advice and guidance. This includes achieving planned savings on information advice and guidance through a changed model of service delivery. The new service model will be implemented from the end of June 2011. It will be led by the new Wiltshire Council Integrated Youth Service (IYS). Initial consultation with young people indicates support for greater integration between Connexions and other youth service provision. The Integrated Youth Service will provide proactive outreach services for vulnerable young people. Different methods and media for making contact will be used involving less reliance on use of fixed public access buildings which are not currently available in all localities. The new service model will also offer access to support in a wider range of locations. As some Connexions Centres close, new approaches will come into play promoting high quality flexible delivery targeted to the needs of the most vulnerable.

Work is also taking place on reviewing delivery of Connexions key areas of responsibility in the context of the establishment of the new Integrated Youth Service. This will involve:

- Improving the engagement and participation of vulnerable young people. For example, those with substance misuse difficulties, those at risk of exclusion or who have been excluded, teenage parents, homeless young, young people who are looked after or those with difficulties at home.
- Improving transition support for young people with learning difficulties and disabilities.
- Delivering information advice and guidance services reflecting planned national developments. In particular the intention to develop a national all-age careers advice service and to transfer the duty to provide

learners with impartial information, advice and guidance from local authority to schools (initially applicable to 13-16 year olds).

The new service model will ensure better targeted support to vulnerable young people, contribute to developing readiness for raising the participation age and will make sure Wiltshire is well placed to respond to the changes central Government have indicated will take place on information, advice and guidance.

Consultation question 11 *Bearing in mind the direction of government thinking how can we best meet the information and advice guidance of vulnerable young people? How can we most effectively prevent young people from becoming NEET ie. not in education, employment or training?*

CP5 Increasing the availability of affordable housing for young people including continuing to invest in housing support for vulnerable young people.

CP6 Reducing the number of young people who are unable to live with their families ie. numbers of 13 to 18s in care. This will include:

- Ensuring there are support services to prevent crisis arising and crisis intervention.
- Increasing capacity of the in-house fostering service.

CP7 Improving services available for young people who are engaged in risky behaviour through an integrated service response. The Integrated Youth Service is being established from 1st April 2011. This service will work with young people who have the potential to present a significant risk of harm to themselves and others.

CP8 Improving services for young people with disabilities

A corporate review of services for disabled children, young people and adults is taking place. This will address issues such as improving transition arrangements for young people who require adult social care support and reducing the number of young people with learning difficulties and disabilities who are living out of county in residential homes or schools.

CP9 Exploring options to improve transport for young people. The Council has reviewed all areas of non-statutory transport provision but has decided not to withdraw or reduce assistance for post 16 education transport. The Council is continuing to work with schools and 13-19 consortia to advise on transport options for access to Diplomas and other 13-19 education.

CP 10 Encouraging and increase volunteering opportunities for young people.

These opportunities are being developed through the Wiltshire Volunteering Strategy and Action Plan which is currently in draft form. Discussion is taking pace on promoting volunteering opportunities for young people.

CP11 Making sure information is available on services and activities for 13 to 19 year olds.

During the initial stakeholder workshops the need to improve accessible information on what is available for young people was highlighted.

Consultation question 12 Do you agree with the commissioning priorities identified in section 7.2? Do you have any comments, amendments or additions? Can you select your top 3 commissioning priorities?

7.3 Future Youth Work Services and Savings

7.3.1 Areas for Discussion

This section outlines a set of youth work principles and then outlines a number of suggestions for further discussion. This is followed by some initial thoughts on making the savings from youth work budgets noted in the Council's financial plan.

It is important to stress that both the principles and the suggestions are put forward in order to promote discussion and debate. The Youth Strategy Group does not have a favoured suggestion. Some of the suggestions could be combined and through discussions during the consultation period new ideas are likely to emerge. The Youth Strategy Group is keen to attempt to build consensus on the way forward. The Youth Strategy Group is also keen that during the consultation process debate and discussion takes place on different ideas for services before discussions take place on savings.

7.3.2 Youth Work Principles

Initial thoughts on the principles which will inform decisions on future youth work services and savings are as follows:

- All young people aged 13 to 19 living in Wiltshire having access to high quality youth work opportunities.
- Young people actively involved in the planning and delivery of youth work.
- Sufficient youth work resources available to meet the needs of young people who are vulnerable and engaged in risky behaviour.
- Achieving a greater diversity of service providers and supporting growth in voluntary sector youth work provision.

Consultation question 13 Do you agree with the youth work principles outlined in section 7.3.2? Do you have any comments, amendments or additions?

7.3.3 Areas for Discussion

4 possible suggestions are outlined below.

Suggestion 1 Testing the Market for Youth Work Services	
Key features	<ul style="list-style-type: none"> • This involves competitively tendering the existing service in line with the available level of resourcing. • Tenders would be sought for a local youth work offer. • The tender package would be based on geographical areas. • The current in-house service would have the opportunity to bid to run the service. This would give the in-house service the opportunity to create a social enterprise or service mutual.
What this might look like on 1/4/12	<ul style="list-style-type: none"> • Local service offer similar to current offer. • Council does not directly provide any youth work service. • Local youth work offer provided by social enterprise providers eg. voluntary sector or service mutual/s. • Council still has the opportunity to shape provision through service specifications and contract monitoring.

Suggestion 2 Developing Local Partnerships with the Voluntary Sector or Secondary Schools or Colleges	
Key features	<ul style="list-style-type: none"> • Improving partnership working, better co-ordination and reducing overlap and duplication. • Supporting growth in the voluntary sector and creating more of a mixed market of providers. • Might involve reducing use of or ceasing to use some existing Council Youth Development Centres and developing a formal partnership with a voluntary sector agency with premises and a youth club in the area or a school. The voluntary sector agency or school could become the lead youth work provider in the area. • The partnership would be based on Wiltshire Council providing resources for staff and the partner agency or school contributing a base for the work. The Council might “second” staff to a voluntary agency or school. • A consistent youth work offer could be achieved through partnership agreements.
What this might look like on 1/4/12	<ul style="list-style-type: none"> • Local service offer similar to current offer. • Council provides majority of the local youth work offer. • Council working in partnership with a few secondary schools and a few voluntary sector agencies.

Suggestion 3	
Local Management and Closer Alignment with Campus Developments	
Key features	<ul style="list-style-type: none"> • Align existing provision more closely with the 18 Area Boards and with campus developments. • This might involve changing existing management arrangements in order to ensure more local control. • Could create local management committees or Youth Advisory Boards.
What this might look like on 1/4/12	<ul style="list-style-type: none"> • Local service offer similar to current offer. • Council provides the local youth work offer. • Management of youth work provision might transfer from Children and Education to another part of the Council.

Suggestion 4	
Changing Local Youth Work Offer through Reduced Reliance on Existing Buildings	
Key features	<ul style="list-style-type: none"> • Youth Development Centres in a few major population centres staffed by Team Leaders, Youth Development co-ordinators and part time assistant youth workers. • Centres will promote innovation and excellence in youth work. • Youth Development Co-ordinators will focus on: <ul style="list-style-type: none"> ○ Support and development of voluntary sector youth work ○ Outreach support, street work and creating youth work “beacons”
What this might look like on 1/4/12	<ul style="list-style-type: none"> • Fewer Youth Development Centres. • Qualified youth workers providing outreach support in community areas and providing support to voluntary organisations. .

7.3.4 Local youth work offer and savings

4 service suggestions are set out above. We believe each can realise the savings required. Savings can be found by combining a number of different savings categories. Some suggestions tend to lead to more savings being made from some categories rather than others. The savings categories are summarised in the table below.

Savings Categories		
Savings category	Item	Notes
A	Staffing budgets for front line services	Allocated to each community area through a funding formula. Important to stress this category includes full time and part-time staffing costs.
B	Youth Development Centres	Property related costs.
C	Central and support services	Costs incurred by other Council Departments for supporting the Youth Development Service.
D	County wide initiatives	Includes budgets for some administrative support and for services such as the Duke of Edinburgh's Award Scheme. Some staffing costs are included in this category. During the consultation process discussions will take place on possible savings from this budget.
E	Income generation	<p>Savings can be made through generating some income. Youth Development Centres have their own bank accounts and undertake fundraising events and initiatives. Money raised through fundraising activities is paid into these accounts.</p> <p>Some savings could be made by setting and achieving income generation targets. 18 youth centres contributing £5,000 each per year would generate £90,000. This might come from a variety of sources including subscriptions.</p> <p>If income generation targets are set then these will need to be realistic and contingency plans will need to be made in case targets are not achieved.</p>

These savings categories are referred to in the sections on the 4 suggestions below. Again, it is important to stress that the Youth Strategy Group does not have a preference for any particular suggestion.

Making Savings from the 4 Service Suggestions

NB. Letters in () relate to the savings categories in the table above

Suggestion 1 Savings	<ul style="list-style-type: none"> • The budget available for overall staffing would be less than the current budget available through the funding formula. (A) • Need to maximise savings from county wide initiatives. (D) • Need to be cautious about income generation targets as will be working with new service providers. (E) • Little immediate scope for savings from property costs except possibly in first wave of campus developments. (B) • Likely to be savings from central support costs (C). • Likely to be contract management costs. These costs would increase depending on the number of contracts let.
Suggestion 2 Savings	<ul style="list-style-type: none"> • There is scope to minimise the need for any staffing reductions by making property savings but maintaining access to services by using alternative buildings owned by voluntary sector or school partners. (B) • Might also include some savings from county wide initiatives and by setting income generation targets. (D&E) • Likely to be contract/partnership management costs. These costs would increase depending on the number of contracts/partnerships.
Suggestion 3 Savings	<ul style="list-style-type: none"> • The budget available for overall staffing would be less than the current budget available through the funding formula. (A) • Need to maximise savings from county wide initiatives. (D) • Could set challenging income generation targets. (E) • Little immediate scope for savings from property costs except possibly in first wave of campus developments. (B)
Suggestion 4 Savings	<ul style="list-style-type: none"> • There is scope to minimise the need for any staffing reductions by making property savings (B) • Will need larger transport budget.

Consultation question 14 *Which, if any, of the service suggestions do you prefer? Could you give your reasons why? Do you have any alternative services or savings ideas?*

8. PROCUREMENT PLANS

To be added in the final strategy once commissioning priorities have been finalised.

Appendix 1 Summary of Consultation Questions

Consultation question 1: *Do you have any comments on the purpose of the 13 to 19 commissioning strategy outlined in section 2.1 including the specific age range covered by the strategy?*

Consultation question 2: *Do you have any comments on or additions to the scope of the 13-19 commissioning strategy outlined in section 2.2?*

Consultation question 3: *Are there any other strategies or plans which cover the 13-19 age range to add to the list in section 2.3?*

Consultation question 4: *What is your vision for Wiltshire's 13 to 19 year olds?*

Consultation question 5: *What values do you think should underpin the 13-19 commissioning strategy and services for 13 to 19 year olds?*

Consultation question 6: *From your knowledge and experience what are the top 5 types of need which the 13 to 19 commissioning strategy must address?*

Consultation question 7: *Do you have any comments, amendments or additions to the suggested outcome indicators noted in section 4.6?*

Consultation question 8 *Do you have any comments or anything to add to the analysis of the current position outlined in section 6.1 and 6.2?*

Consultation question 9 *Do the commissioning priorities outlined in section 7 below take into account the analysis outlined in section 6? If not, please suggest amendments or additions to the commissioning priorities noted in section 7.*

Consultation question 10: *Should there be space for young people in each campus and if so what size and type of space is required by young people?*

Consultation question 11 *Bearing in mind the direction of government thinking how can we best meet the information and advice guidance of vulnerable young people? How can we most effectively prevent young people from becoming NEET ie. not in education, employment or training?*

Consultation question 12 *Do you agree with the commissioning priorities identified in section 7.2? Do you have any comments, amendments or additions? Can you select your top 3 commissioning priorities?*

Consultation question 13: *Do you agree with the youth work principles outlined in section 7.3.2? Do you have any comments, amendments or additions?*

Consultation question 14 *Which, if any, of the service suggestions do you prefer? Could you give your reasons why? Do you have any alternative services or savings ideas?*