

# **New operating model for community youth activities**

Tuesday 17 June 2014

Laura Mayes - Cabinet Member for Children's Services

Richard Gamble – Portfolio Holder Schools, Skills and Youth

Carolyn Godfrey – Corporate Director

James Fortune – Lead Commissioner

Mal Munday – Head of Service Early Intervention, Youth and Prevention

Steve Milton – Head of Community Governance

# Agenda

1. Background
2. Vision
3. Cabinet decision and the community-led model
4. Governance arrangements
5. Making it happen
6. Next steps
7. Q & A

# 1. Background – the journey so far...

## *Drivers for change*

- The service is changing to reflect young people's modern lives
- There has been duplication of activities in some areas (council, voluntary, community and commercial youth activities)
- Campus programme provides new opportunities
- Continuing need to support those who are vulnerable

## *Decision-making process*

- 10-week, wide-ranging consultation launched in February
- New operating model agreed by cabinet on 15 May

## 2. Vision (1)

***“We want youth activities to reflect what young people want and need in each local area. A one-size-fits-all approach is simply not Wiltshire’s way and we’re looking forward to supporting communities in providing the county’s young people with exciting and interesting activities that reflect the individual needs of each community area.”***

Laura Mayes, Cabinet Member with responsibility for Children’s Services.

## Vision (2)

The **aims** behind the community-led youth activities model:

- Ensuring as many young people as possible are able to access community activities
- Making the most of the opportunities the campus programme will provide
- Empowering communities – particularly young people – to influence and shape services so they meet local need
- Providing value for taxpayers

### 3. Cabinet decision and the community-led model

*On 15 May, cabinet agreed to...*

- adopt the key principles for a new operating model;
- authorise implementation of the community-led model for youth activities to increase the opportunities for young people's involvement and engagement;
- maximise the amount of funding available to community area boards and local coordination;
- delegate authority to Laura Mayes, Cabinet Member for Children's Services and senior officers to develop and implement the new operating model

# Key features of the community-led model

- Community-led youth offer
- Local Youth Networks (LYNs)
- Focus on safeguarding and targeted youth support
- Promotion of the overall youth offer
- Stronger focus on accountability and impact

## Community-led youth offer

Current delivery	Future delivery	Impact
<p>Youth work team – centre and street based youth work across 24 sites</p> <p>Bridging projects</p> <p>Duke of Edinburgh Award scheme</p>	<p>Trained Community Youth Officers with focus on community working and capacity building</p> <p>Communities enabled to design and develop a unique local youth offer tailored to needs (toolkit to help you)</p> <p>Devolved funding</p> <p>Positive activities for young people with learning disabilities</p> <p>Traded Duke of Edinburgh Award Scheme</p>	<p>Wider range of youth activities</p> <p>Better participation and engagement</p> <p>Enhanced voluntary and community sector provision</p> <p>Cost neutral Duke of Edinburgh Award Scheme</p>



# Local Youth Networks (LYNs)

Current delivery	Future delivery	Impact
<p>Youth Advisory Groups in each community area coordinated by youth workers</p>	<p>Local Youth Networks established as sub groups of area boards</p> <p>Bringing key partners together including young people to shape and coordinate a local youth offer – advising area boards</p> <p>Annual Wiltshire Youth Network to celebrate achievements and share good practice</p>	<p>Greater voice and influence for young people and communities</p> <p>Better coordination, stronger partnerships and improved value for money</p>

# Focus on safeguarding and targeted youth support

Current delivery	Future delivery	Impact
<p>Some evidence of youth workers providing targeted youth support to some vulnerable young people</p>	<p>Targeted youth support scaled up with highly skilled workers (youth support worker) helping young people at risk build resilience and achieve positive outcomes</p> <p>Decommission The Line and signpost to national services e.g. ChildLine</p> <p>Quality mark scheme for community providers of youth activities</p>	<p>Safety net and safeguarding for the most vulnerable young people</p> <p>Voluntary and community sector better supported to provide safe environments and meet young people's needs</p>

# Promotion of the overall youth offer

Current delivery	Future delivery	Impact
<p>The council runs Sparksite – a website and radio station which provides information to young people about the overall youth offer</p>	<p>Local Youth Networks to help promote the youth offer in their communities</p> <p>Initial community mapping exercise undertaken</p> <p>Sparksite to be reviewed</p>	<p>Young people know what is available, increasing their participation and involvement</p>

# Stronger focus on accountability and impact

Current delivery	Future delivery	Impact
Some monitoring of outcomes in place	<p>Early help dataset to monitor outcomes and impact of Early Intervention, Youth and Prevention Services</p> <p>Guidance for area boards and a quality assurance framework developed to help ensure efficient and effective youth activities across all providers</p>	<p>Improved impact, outcomes and value for money through effective and efficient services</p> <p>Public Sector Equality Duties are met</p>

# Community-led operating model



**The Area Board allocation will be for revenue purposes only and will be strictly ring fenced for youth activities**

# Your Community Youth Officer (CYO)

- Attached to each community area
- ‘Go to person’ for youth issues and signposting young people
- Accountable to the community through the area board and take forward locally agreed priorities
- Focus on community working / capacity building – VCS support
- Facilitating engagement with young people and local youth provision
- Providing professional advice and support to LYNs
- Initiate and support local projects
- Work alongside the community area manager / community engagement officer in a new local management arrangement

# Financial implications (1)

Options:

1. **Current** (Total population 80%; Deprivation 10%; Sparsity 10% [total population / area])
2. **Variation of current based on youth population** (Youth population 80%; Deprivation 10%; Sparsity 10% [total population / area])
3. **Just youth** population

## Financial Implications (2)

- *How does it compare?*

Area Board	Youth Population	Total Population	Difference
AMESBURY	7.00%	6.98%	0.02%
BRADFORD ON AVON	3.34%	3.81%	-0.47%
CALNE	5.60%	4.93%	0.68%
CHIPPENHAM	10.21%	9.63%	0.58%
CORSHAM	4.23%	4.39%	-0.16%
DEVIZES	7.14%	6.81%	0.33%
MALMESBURY	3.70%	4.13%	-0.43%
MARLBOROUGH	5.25%	3.81%	1.43%
MELKSHAM	6.10%	6.02%	0.08%
PEWSEY	2.57%	2.96%	-0.39%
ROYAL WOOTTON BASSETT & CRICKLADE	8.20%	6.10%	2.09%
SALISBURY	6.12%	8.85%	-2.73%
SOUTHERN WILTSHIRE	4.35%	4.64%	-0.29%
SOUTH WEST WILTSHIRE	4.07%	4.68%	-0.61%
TIDWORTH	4.06%	4.08%	-0.03%
TROWBRIDGE	8.98%	8.84%	0.13%
WARMINSTER	4.98%	5.19%	-0.21%
WESTBURY	4.13%	4.16%	-0.03%



# Operational estate

## Current

- 24 buildings across the county used to deliver current model
- Many used by VCS groups mainly on a sessional basis
- Full council budget amendment identified £125k of savings from these buildings to support the new model
- Youth work and on site management of lettings will cease when the staff restructure concludes by end Sept 2014
- To the end Sept 2014 the buildings will remain open under current arrangements
- Costs of using the buildings beyond end Sept 2014 are being collated

## Transitional

- Senior officer team are assessing sites on an individual basis to understand users and costs
- From 1 Oct 2014 most buildings currently used to deliver youth work will close
- There will be exceptions where buildings are required for the council's on-going operations
- Any other potential exceptions will be identified over the coming months and a site by site position established
- Area boards may choose to support some users from local funding allocations

## Future

- Understand space requirements for the community-led model
- Link requirements to the campus programme

## Bridging Projects

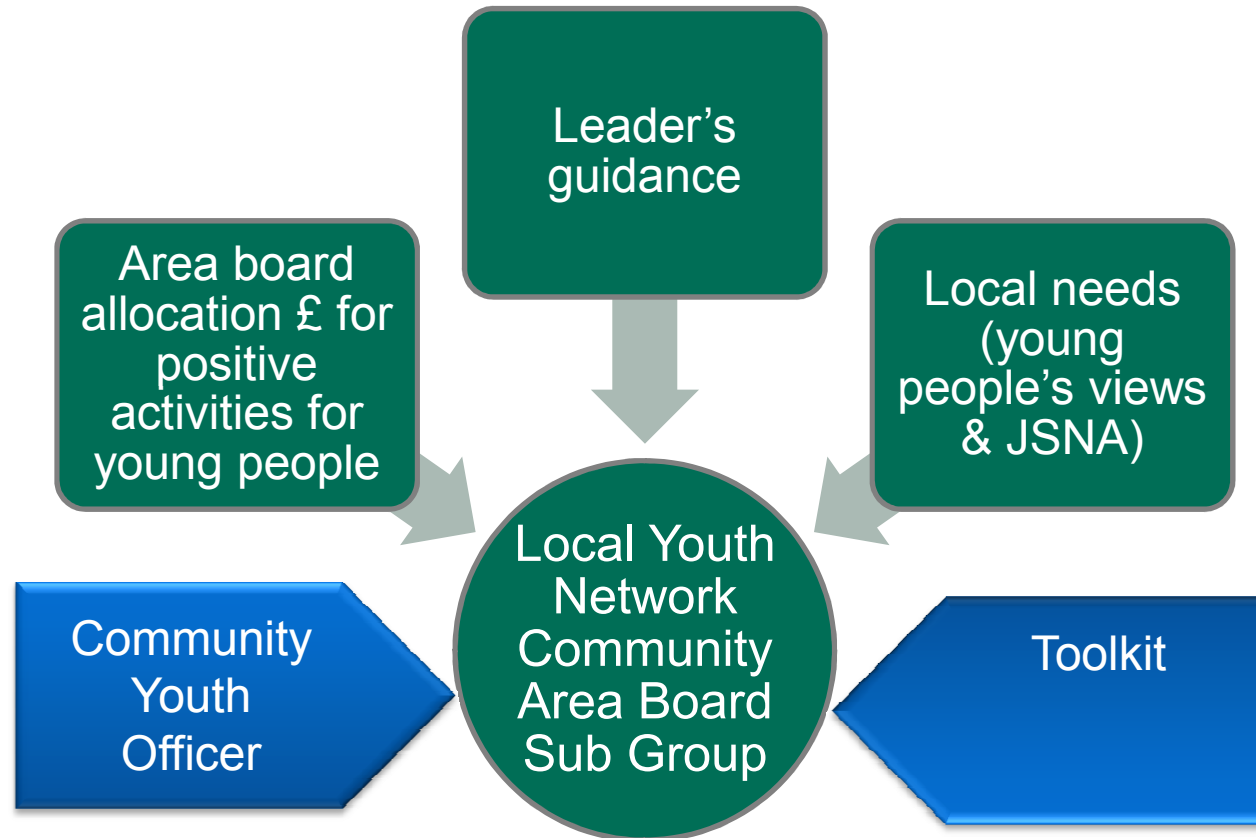
- Currently support young people with disabilities to engage in youth activities in Chippenham, Devizes, Durrington, Malmesbury, Marlborough, Pewsey, Salisbury, Tisbury, Trowbridge and Warminster
- Positive activities for young people with disabilities will continue to be provided – priority from the consultation
- A commissioning led approach is being explored
- We are working closely with Wiltshire Parent Carer Council on these changes – [www.wiltshireparentcarercouncil.co.uk](http://www.wiltshireparentcarercouncil.co.uk)

## 4. Governance arrangements (1)

**Delegation of powers will be framed by guidance from the Leader of the Council, relating to:**

- The management of delegated budgets
- The establishment and involvement of LYNs in budget decision making, including terms of reference
- The use of participatory budgeting approaches, to include taking into account the views of young people and relevant stakeholders
- The Public Sector Equalities Duties and safeguarding
- Training and development for members and officers
- Taking into account the local JSNA

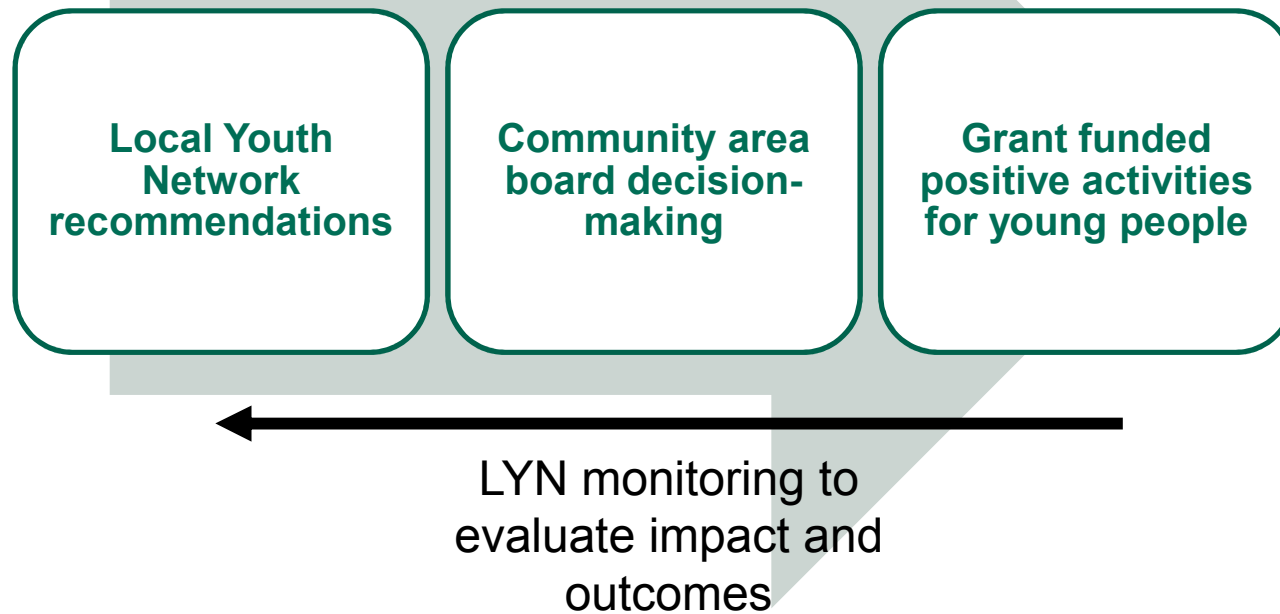
## Governance arrangements (2)



## Local Youth Networks (LYNs)

- Youth Advisory Groups to evolve into LYNs but local determination
- Bringing together a range of local partners and existing youth groups – schools, police, fire and rescue, health, voluntary and community sector organisations
- Engaging and involving young people in decision making
- Come together through a Wiltshire Youth Network to celebrate achievements, hold county wide events and share best practice
- Involved in setting priorities, making recommendations to area boards, strengthening partnerships, monitoring impact and outcomes of local youth activity provision
- Initiate and facilitate local projects
- Report to, be represented on and be accountable to the area board

## Governance arrangements (3)



## 5. Making It Happen

- *'Youth Activities Toolkit'*

Step by step guide	Community mapping results	Key local contacts
JSNA	Quality mark scheme	Model provider funding agreements
Monitoring and evaluation resources	VCS infrastructure support opportunities	? Anything we have missed ?

## 6. Next steps

Redeployment interviews (CYO and YSW roles)	10 – 24 July 2014
New arrangements in place	1 October 2014
Apprenticeships scheme work design and selection	Oct – Mar 2015





## Working together on the next steps

- Review your local Joint Strategic Needs Assessment
- Talk to your young people and community and identify the activities needed in your local area
- Identify and engage key partners (including VCS) to establish a Local Youth Network and discuss findings
- Consider where activities could take place
- Agree local priorities and commission activity



## Next area board briefing

- Aldbourne Youth Council
- Community First Youth Action Wiltshire
- Youth Adventure Trust
- Community Foundation for Wiltshire