

# **Children's Services, Education and Skills Transformation Programme**

## **BUSINESS CASE – SERVICES TO YOUNG PEOPLE**

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## **1. Introduction**

This document provides the outline business case for the proposed transformed Services to Young People as part of the Children's Services, Education and Skills Transformation Programme.

Within the document, our proposed themes for transformation are described and Members are asked to approve the new model for implementation.

## **2. Context**

The Rewiring Public Services Programme is the City of York Council's transformation programme and was introduced in October 2013 to help the Council effectively manage the major challenges ahead. The transformation programme recognises that we need to be a more responsive and more flexible Council – a Council that puts residents first.

As part of the Re-wiring programme, Children's Services Education and Skills is transforming the way it delivers Services to Young People.

Phase one of the Services to Young People Transformation saw the Integrated Youth Services split into three new areas - Information, Advice and Guidance; Personal Support Inclusion Workers and Youth and Community Development. Phase 1 has been completed and achieved the savings of 340k

This document deals with the further stretch target of 500k in phase 2.

Whilst the proposals have been developed together in order to ensure synergy between the services, they will be outlined separately in this report.

## **3. Underpinning Principles**

Across the work of transformation programme, we will adhere to the following principles:

- We will always protect the most vulnerable

## Re-wiring Public Services Annex 2

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- The transformation programme will ensure that defining the role of the local authority as the champion of better outcomes for all children and young people in York is maintained through this programme
- The transformation programme will ensure that the local authority maintains its statutory duties whilst working with partners to develop innovative models of service delivery through maintaining local relationships and enabling local partnerships and local solutions e.g. cluster based models of delivery
- To ensure a cohesive offer remains in place across the new service delivery arrangements.

### **4. Priorities**

The priorities for Services to Young People that will direct the transformation programme are:

- To raise the aspirations of young people age 13 to 19 and up to 25 for disabled young people so that all young people realise their potential.
- To deliver a transformed Connexions Service which is clearly focused on the Local Authority's statutory duties to support vulnerable young people and improve their education and employment outcomes.
- To provide an improved and focused IAG post 16 offer to young people for young people who are NEET in partnership with Local Authority and public sector services and the voluntary and community sector.
- Building capacity within communities to provide an enhanced 'youth offer'
- To target resources at young people who are disabled and looked after and in specialist provision to improve their outcomes.
- To improve outcomes for young people or groups who are identified at risk of social exclusion or risky behaviours
- Building up young people's social and emotional capabilities so they can successfully take charge of their own lives.

## **5. Information, Advice and Guidance**

### **5.1. Current Model**

Information, Advice and Guidance is made up of the Connexions service, the Duke of Edinburgh service and the IAG service which is currently delivered from premises at Castlegate.

This service is made up of a team of Connexions Advisors, a team of Personal Support and Inclusion Workers (PSIs), Information, Advice and Guidance leads and Counsellors.

Connexions advisors work in schools, colleges and in the labour market delivering the local authority's statutory duty to support vulnerable young people at risk of NEET, including those disabled, looked after and disengaged from education age 13 to 19 (up to age 25 for disabled young people), focusing on providing careers advice, guidance support and challenge.

The PSI's provide post 16 advice support from Castlegate, on employment, Housing, Benefits and health, supporting those young people who are NEET by providing a holistic service to help young people to address barriers to education, employment and training.

The themes of this transformed service model was agreed at the July Cabinet and are as follows:

- Retaining a smaller core team of qualified advisers to deliver impartial careers information, advice and guidance to young people who are NEET or at risk of becoming NEET.
- Providing a traded service to schools to provide additional support to them in the delivery of their statutory responsibilities.
- Exploring the provision of services currently located at Castlegate through alternative venues.
- Ensuring resources are utilised and distributed effectively
  
- Building capacity within communities

## **5.2. Engagement and Consultation**

Engagement and Consultation has been undertaken in relation to premises with young people who access services including via Castlegate and with professionals and partners who support this work.

This has shown that whilst 50% of young people consulted would prefer Castlegate to remain open, they would attend sessions at an alternative venue in the City centre. The response was less enthusiastic regarding a proposal of community based provision with a majority preferring a city centre venue.

## **5.3. Proposed Model**

The proposal is to provide targeted support for the most vulnerable young people in order to enable them to access education, employment and training, in line with Council priorities to support young people in the York economy, particularly those who are most We will link with partners to add range and variety to the existing offer.

In response to consultation and after analysis of the services provided at Castlegate, the recommended model is to close the Castlegate service and relocate it to West Offices.

By relocating to West Offices, the service can offer a new reconfigured and coordinated post 16 young people's services as an alternative to the current service offered from Castlegate. The service will work in partnership with existing council services such as Housing, Benefits, York Learning and Future Prospects and partners including Job Centre Plus, Citizens Advice Bureau , National Careers Service and the Voluntary Council to deliver the support currently given by the PSI's.

This proposal will protect the current Connexions service which will have responsibility for delivering a targeted approach by supporting identified vulnerable young people age 13 to 19. The focus of the team will be to support young people with Education Healthcare Plans, Looked After Children and those disengaged from education.

The team will continue to support schools with their statutory duty and the new careers guidance agenda with it's focus on improved links between employers and schools.

## **6. Youth and Community Development**

### **6.1. Current Model**

Youth and Community Development transformation began in 2010 moving away from direct provision of youth work activities and centres and towards developing the ability of local communities to meet the needs of their young people. From June 2014 the new Youth and Community Development Team will become integrated with other locality based work within CANs, through the work of the Communities and Equalities team with a strong emphasis on coproduction and collaboration. This model will ensure that the authority continues to meet its duty as defined in statutory guidance section 507B of the Education and Inspection Act 2006.

### **6.2. Engagement and Consultation**

Engagement and consultation with stakeholders has looked at the current synergies of work between the Youth and Community Development Team and Personal Support and Inclusion Service as well as across other service resources such as youth homelessness provisions, Children's Centres and LAC support to ensure targeting of resources takes into account these priority areas.

Engagement and consultation with staff has been focused on shaping the targeted offer; being clear about the difference that the small resources can make for identified young people.

Engagement and consultation with service users has been focused on targeted youth groups to ensure any changes to services, or collaboration with communities takes into account their particular needs as targeted, or otherwise isolated groups. Examples of this are with the Youth Council, Looked After Children projects such as Show Me That I Matter and the Altogether Active Youth Club, and the Choose2 disabled youth club. Young Parents have identified the benefits of streamlining approaches to gain better support and access in Children's Centres. Young people who have experienced the PSI Service have also indicated the benefits of the short intervention service in dealing with emerging problems before more escalating issues occur.

### **6.3. Proposed Model**

The recommended model is to build capacity within communities and support the voluntary, community and independent sector to develop the 'Youth Offer' based on this collaborative approach.

Using the available support and resources to enable this to happen will ensure a high level of quality provision. In addition to this, we want to increase coordination between Youth and Community Development and the Personal Support Inclusion (PSI) Service to ensure the targeted focus of city youth offer. By refining the current model we will create efficiencies in permanent and sessional staffing.

The Youth and Community Teams will be based out of four key area community hubs across the city to support existing community groups to continue to provide services to young people.

The New Earswick facility will be returned to Joseph Rowntree Foundation which will complete the relocation of existing user groups to other community provision

## **7. Personal Support Inclusion (PSI) Service**

### **7.1. Current Model**

The Personal Support and Inclusion (PSI) Service has been delivered under the management of the Youth Offending Team since 1<sup>st</sup> June 2014. The Service is a targeted provision for vulnerable young people aged 11-17 (up to 21 LDD). The aim is to improve outcomes for young people or groups who are identified at risk of social exclusion or risky behaviours. There is a core of work that runs throughout: building up young people's social and emotional capabilities so they can successfully take charge of their own lives.

Within this, we need to look at the offer to targeted young people, that it is appropriate and is well engaged with; that it reaches them and has the right agencies involved to create the best offer for the diverse needs of the groups.

**7.2. Engagement and Consultation**  
**As outlined in 6.2 – joint with the Youth and Community Development Team**

**7.3. Proposed Model**

The PSI service will provide a preventative and targeted service for those young people at risk of poor outcomes particularly in relation to health and wellbeing, the edge of care, homelessness and offending. Since June 2014, this service has been delivered under the same management as the Youth Offending Team, ensuring a more co-ordinated response, with joint working.

The proposed model reduces staffing resource to achieve efficiencies in this area. Initially this may effect the capacity of the targeted service. The long term impact of this should be reduced by building community capacity and working more closely with relevant services.

**8. Outcomes**

It is imperative that the key outcome of this transformation programme is to deliver a co-designed, flexible Children's offer which has longevity to take us through to 2020.

The outcomes are intended to achieve:

- Delivering a sustainable, targeted, statutory offer
- Working with communities to deliver non statutory services
- Joined up, holistic services for our Young People

**9. Recommendation**

It is recommended that Cabinet approve the above approach for Phase 2 of the transformation of Services to Young people in order for the savings target to be achieved

It is recommended that Members support the closure of Castlegate and the re-provision of services from West Offices