



DERBY CITY COUNCIL

**CABINET**  
**11 January 2011**

**ITEM 2b**

Report of the Strategic Director for Children and  
Young People

## **Proposals to develop an Integrated Youth Support Delivery Model**

### **SUMMARY**

- 1.1 The report outlines proposals to restructure the Youth Service as part of the Council's efficiencies and to develop a new approach to locality provision, embedding flexibility and coordination of service to young people
- 1.2 It is proposed that Derby develops an Integrated Youth Support Service Delivery Model following service reductions to the core Youth Service budget.
- 1.3 Four of the existing eight Youth Centres have been identified for closure and reinvestment in three mobile facilities as part of the drive to provide a more cost effective and flexible service to young people. The service will retain four youth centres.
- 1.4 The cost of the Youth Service component of IYSS will be £1.2m of core budget.

### **RECOMMENDATIONS**

- 2.1 That Cabinet approve the proposal to consult on changes to integrated youth support provision as set out in this report, as part of the Council's approach to modernising youth provision and addressing budget challenges, with a report back to Cabinet following consultation.
- 2.2 To note the IYSS model and the advantages the provision will offer young people in Derby.
- 2.3 That Cabinet approve that any capital receipts from the sale of buildings will not be subject to current Council policy and an element will be ring-fenced for the re-investment of mobile facilities, at a cost of £78,000.

### **REASONS FOR RECOMMENDATION**

- 3.1 Principles that were taken into account in proposing these recommendations were:
  - a change of national policy direction to Integrated Youth Support Services
  - the provision of a single consistent service delivery model across Derby.
  - cost of staffing and maintaining four centres within the current financial climate.

## SUPPORTING INFORMATION

- 4.1 Derby has had a traditional model of Youth Services, largely delivered in-house, with some limited voluntary sector delivery related to open access youth clubs. The Youth Service is successful, both in efficiency and effectiveness of delivery.

In the past, the Youth Service has been particularly successful in bringing in grant funding, has hosted elements of council services directed at young people, e.g. the apprenticeship scheme. The flexibility of the service has enabled attention to be directed at specific areas of need, i.e. the gangs team.

- 4.2 In addition to the in-house Youth Service, additional services for young people are provided by social care family support, youth offending service family support and Connexions.
- 4.3 Funding for Youth Services is now in the Early Intervention Grant, which has sustained a reduction in funding during 2011-13.

### 4.4 **Delivery Model**

Central Government requires Local Authorities to deliver Targeted Youth Support services within the context of Integrated Services, Integrated Youth Support Services, which will provide a core youth offer.

Derby's model of IYSS identifies 5 key functions:

1. Locality based IYSS casework teams
2. Locality based open access youth centre provision
3. Locality based mobile/outreach provision
4. City centre Youth 'One Stop Shop' provision
5. Locality based provision for young people with special needs

Whilst delivering IYSS, we can retain the traditional role of youth work, to engage young people in their neighbourhoods, providing a range of positive activities and support, through modern youth centres and on the streets and public open spaces through mobile outreach provision.

Locality links will also support the key requirement of assisting neighbourhood boards, to help young people play an active role within their communities.

### 4.5 **Service Provision**

Each Locality based IYSS team will be managed by a IYSS Service Manager, have two full-time youth workers, Education welfare officer, family support workers from social care and youth offending service and a team of part-time youth workers. One full-time youth worker would be responsible for a centre, and the other would be responsible for a new mobile facility.

#### 4.6 Youth Centres

IYSS will provide one large, modern free standing Youth Centre in Localities 1, 2, 3 and 5. Locality 4 does not have a free standing youth centre.

These centres would be used as locality youth hubs, where activities/events could be provided for the whole locality; young people in Locality 4 could access provision either in locality 3 or 5.

The investment in mobile facilities requires the closure of the following centres:

- Merlin                      Arboretum Ward
- Mandela                  Arboretum Ward
- Firs                        Abbey Ward
- Youth House              Darley Ward

Merlin has an option to take over alternative facilities in the same locality from the council.

Alternative accommodation for the PRUs currently accommodated in the above centres is available within the Adult Education Service.

#### 4.7 Criteria for closure of centres

- Location of the building in relation to other community facilities
- Suitability of the building in that,
  - the centres chosen for closure are either leased at considerable expense or extremely inefficient to run and consequently pose environmental challenges.
- Running costs of the buildings including high maintenance costs

#### 4.8 Mobile facilities

Mobile facilities will be funded from the sale of the youth centres.

Mobile facilities will offer outreach youth response to areas which do not have a centre, areas where there are specific issues to be addressed such as alcohol or anti social behaviour in a park. The facilities are cost effective and more efficient than centres.

Mobile facilities will be modified mini buses, comprising of a seating area, floodlight facility, equipped with sports and ancillary equipment.

The facilities will enable equity of provision across Derby.

#### 4.9 Youth 'one-stop-shop'

This will be provided from the Connexions building in Curzon Street. The centre will bring together joint health and youth services currently delivered from The Space; Aspire, the service for young people who have left care and Connexions, Information Advice and Guidance regarding education, employment and training under one roof. The centre will offer non-stigmatising access to young people in a prime city centre location.

#### **4.10 Activity Impact locally**

Currently there are limited Performance Indicators measured largely related to young People 'not in education, employment or training' (NEET), however these may no longer be required in the near future.

There is a statutory requirement to provide services for Care Leavers up to the age of 25 years.

#### **4.11 Open Access provision**

The amount of Youth Service units of open access locality delivery will reduce from the present 65 per week to 45-55 per week. This will either result in a reduction in the number of nights a club is open, or the complete removal of a youth club.

#### **4.12 Minimisation of Impact**

An audit of building based provision highlighted clubs with low attendance. This audit informed the centre closure and club cessation decisions.

#### **4.13 IYSS locality teams and Specialist Support Group work**

IYSS teams will enable qualified and experienced staff to work directly with young people who are vulnerable in 1 to 1 or group situations targeting work to early intervention. Specialist Group work will continue, with some modification, through the following teams:

- Boys and Young Men
- Outdoor Education and D of E
- The Space Youth Information centre
- Youth activity for Young people with special needs.

#### **4.14 Young people with disabilities**

A range of locality based clubs are provided, some core funded and others grant funded or funded by Adult Services. The service will continue to provide services for disabled young people.

#### **4.15 Consultation**

Consultation will take place with young service users through the following methodology:

- Presentation of new model to Voices in Action
- Survey of young people using building based provision
- Survey of young people regarding their experience of using the current mobile climbing wall

### **OTHER OPTIONS CONSIDERED**

5.1 Retain all centres and retain the current youth service core budget. However this is unsustainable within the new funding available to the council.

5.2 Further reductions in service delivery and further reductions to the core budget removing any universality and open access provision. This option would remove youth work from all but the most deprived areas; all empowerment and consultation work with young people; outdoor education; the successful Duke of Edinburgh scheme and all centres.

**This report has been approved by the following officers:**

<b>Legal officer</b> <b>Financial officer</b> <b>Human Resources officer</b> <b>Service Director(s)</b> <b>Other(s)</b>	Alison Parkin, Head of Finance CYPD  Jacqui Jensen Service Director
<b>For more information contact:</b> <b>Background papers:</b> <b>List of appendices:</b>	Name David Finn, 01332 716956 david.finn@derby.gov.uk None Appendix 1 – Implications Appendix 2 – List of current childrens centres

<b>IMPLICATIONS</b>
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**Financial**

- 1.1 The proposal meets the efficiency target, saving £600,000 in full year. Savings in the first year will be reduced by an approximate £100,000 due to
- Slippage in HR processes
  - Processes to end existing lease arrangements with regard to Youth House. End lease of The Spot is completed.

To purchase mobile facilities each must be funded from the sale of existing youth centre buildings, they will each cost £26000

The running costs for each mobile facility is £2500 p.a. approximately and the Mackworth Centre requires a revenue budget of £20,000; these will be funded from the service revenue budget of £1.2m.

The financial risk of ending existing lease arrangements is still to be explored

**Legal**

- 2.1 None

**Personnel**

- 3.1 The Youth Service will be part of a new Locality Integrated Service Structure, all management roles will be subject to recruitment processes.

A number of youth service staff from management tiers and frontline work will be subject to VR/ VER and risk of redundancy.

The Integrated Youth Support Service will require a nominated Youth Service professional lead to ensure that youth work and service development continues. This role will be incorporated into a Management post within the new structure.

**Equalities Impact**

- 4.1 An equalities Impact assessment will be completed on the centres to be closed and to the new IYSS.

The proposal minimises the impact to young people through a focus on flexible open access provision and targeted youth support.

**Health and Safety**

- 5.1 Risk assessment of all provision and centres must continue within the new structure.

The Outdoor Education Team will ensure that the Adventure Activity licence requirements are met.

## **Carbon commitment**

- 6.1 The closure of four old buildings will have a positive impact on CO2 emissions

## **Value for money**

- 7.1 Reconfiguration of the centres will provide savings and produce a more cost-effective and flexible service delivery across the city.

## **Corporate objectives and priorities for change**

- 8.1 There are links to the Council's Priorities, in particular:
- giving you excellent services and value for money.

