

INTEGRATED YOUTH SUPPORT SERVICE

To: **Cabinet**

Date: **16th November 2010**

From: **Charlotte Black, Service Director: Children's Enhanced and Preventative Services**

Electoral division(s): **All**

Forward Plan ref: **2010/044** *Key decision:* **Yes**

Purpose: **To inform Cabinet about the review and redesign of Connexions and Youth Work into a single Integrated Youth Support Service being undertaken as part of the Integrated Planning Process**

Recommendation: **Cabinet is asked to:**

- 1) Note the progress made to date.**
- 2) Agree to proceed to implement the new structure**

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1. BACKGROUND

- 1.1 Through the Integrated Planning Process approved by Full Council in February 2010, Cabinet has agreed that the Youth Work and Connexions services need to save a total of £1 million (£750,000 by March 2011 and £250,000 by March 2012). This is approximately one third of the budget currently allocated for Youth Work and Connexions. The significance of the saving means that a reduction in staff and service provision to young people is unavoidable. In order to achieve these savings it is necessary to review and restructure Connexions and Youth Work functions into a single Integrated Youth Support Service (IYSS).
- 1.2 An informal consultation period ran between March 2010 and 23rd July 2010 to consult with stakeholders on the initial proposals, with Cabinet authorising the formal consultation stage on the 7th September 2010.
- 1.3 All Age Careers Service
- 1.3.1 John Hayes, Skills Minister, announced on the 4th November 2010 the intention to set up an all age careers service accessible to young people aged 13-19 and adults. It will be formed from the existing Connexions and adult guidance services and will be based on two principles:
- Impartial careers advice independent of organisations with a 'vested interest'
 - Ensuring professional expertise and leadership of careers guidance services are underpinned by clear national standards

Parts of the new service will be put in place by September 2011 with the aim to have it fully operational by April 2012. Limited information is available at present, following the announcement last week.

- 1.3.2 Local Authorities are likely to continue to be required to ensure support is provided for the most vulnerable groups and to support them into education employment or training. There will also be a continued responsibility for maintaining accurate data on young people that will ensure services can be targeted at those in most need.

2.0 FORMAL CONSULTATION

- 2.1 The formal consultation period ran from 9th September 2010 to 29th October 2010. The consultation document, issued to all affected staff set out the proposed offer to children and young people in Cambridgeshire, the model of delivery and proposed staff structures. The consultation document was also made available to Members, other council staff and external stakeholders on request. It has been proposed that the full savings of £1million should be found from April 2011, as in consultation with staff it is felt that staggering the process would be more disruptive for staff and service delivery.

2.2 Implications

- 2.2.1 **Redundancies:** Within Youth work and Connexions there are approximately 247 staff covering 351 posts or assignments, ranging from full time staff to

those covering one or two sessions of youth work a week. The consultation document indicates that implementing the savings from April 2011 will reduce full time equivalent (fte) posts which can be afforded from the core budget from 110.02 to 72.37, amounting to a drop in 37.65 fte posts across the County. The numbers of staff who will be made redundant will not be finalised until recruitment has been completed. To further protect services at the front line, central services have been reduced and integrated.

2.2.2 ***Becoming more targeted and reductions in services:*** Implementing the proposals will lead to a service which no longer works with all young people, and focuses more explicitly on the more vulnerable and those least likely to make a good transition to adulthood. This will mean for example, that not all young people will be able to access a guidance interview for post 16 options, and there will be a greater reliance on technological solutions to provide information and advice (e.g. through the on line application process). It will also mean that some open access youth provision, for which external funding cannot be secured, will be no longer affordable from the core budget. Locality Managers are still negotiating with partners (e.g. schools/ Parish Councils) locally on what this will mean in each community so the losses cannot be quantified. However, an example from St Ives illustrates that of 10 youth clubs of which 8 are core funded, only one will remain as a core funded project. A further three have secured funding until April 2012 and the remaining 6 will close unless external funding can be secured. These discussions are taking place across the County.

2.2.3 ***Developing the role of the County Council as a commissioner and building community capacity:*** It has been agreed that IYSS will continue to see Cambridgeshire County Council as the main provider of services, but with an evolving model which opens up to challenge whether the Authority will continue to provide all aspects of the service, based on judgements of impact and value for money. A programme of market testing is to be developed, alongside some further exploration of our role in supporting volunteering in the community and opportunities which could arise from social enterprise models. It is proposed that detached work could be the first area of work we look at for some new and different ways of delivering a service to young people.

3.0 RESPONSE TO THE CONSULTATION

3.1 During this period, staff (and Union representatives) were invited to a number of roadshow events to provide an opportunity to question and challenge the proposals. Locality Managers have also met with local Members and other key stakeholders, to discuss the impact the proposed staff structures are likely to have on the delivery of services within the locality.

3.2 In addition to the feedback received from the above events, over 36 written responses were submitted, all sharing the common goal of wishing to deliver the best possible outcomes for young people in Cambridgeshire. From the responses received the main areas of challenge to the proposals are set out below. The full responses are found in the formal response to the consultations which is available on request.

Viability of maintaining 14 locality teams: a consistent theme is whether the reduction in staff levels undermines the viability of locality bases.

Response: Localities will remain a key unit of delivery for future delivery and governance of services to children and young people. We anticipate the role will change and evolve, but it is clear that the drive towards localism and the need to ensure early intervention and support services for vulnerable children are coordinated around children and families at the most local level supports the locality structure.

Allocation of resources to need / Identification of targeted group:

Proposed methods have been defined within the consultation document however, respondents are concerned that some Young People will be missed and resources will not go where they are needed.

Response: more work is needed on the pathways for young people to access services with the new job roles being proposed. This will be worked through in the implementation phase, building on an evidence base and research into what works in achieving the desired impact.

Change in employee's terms and conditions: There has been some Union dissatisfaction with the proposals to reduce the contracted hours for the proposed Guidance Adviser staff group

Response: We are reviewing the proposals around the 48 week contract, although the amount available to fund the Guidance Adviser role remains the same

Connexions branding: At this stage we are still unsure as to the stance the Government will take on the 'Connexions' branding with many respondents feeling that it should be kept regardless

Response: We shall await national guidance on the future branding of the service

Young people's consultation: Respondents have questioned the level of consultation with Young People. Young People were consulted during the informal consultation process and on certain elements of the formal consultation.

Response: We recognise the difficulty of consulting with young people on the loss of services which they may value. More work is going on to gain young peoples views on the proposed new integrated role, and once it becomes clearer in each locality what the impact of the cuts will have at a local level, specific communication with young people and their parents will take place.

Impact on service delivery: Although it is acknowledged the proposals will lead to reduction in service delivery respondents have requested clearer information of what this actually means.

Response: Locality Managers are developing their proposed programmes (based on reduced staff numbers) alongside partners, and this will take more time for discussions to be concluded before the full impact can be gauged.

4. NEXT STEPS

4.1 The proposed timeline for the Selection stage is as follows:

Date	Meeting / Event	Additional Information
17 th November 2010	Affected staff issued with 'at risk notices' and invited to apply for roles	
1 st – 8 th December 2010	Interviews for initial roles undertaken	Due to the numbers of potential candidates the interview process has been split across Dec/Jan to ensure service delivery is maintained during this period. This means some staff will remain in post until 30 th April
From 17 th December 2010	Notice letters issued to unsuccessful candidates	
5 th -14 th January 2011	Interviews for remaining roles undertaken	
27 th January 2011	Notice letters issued to unsuccessful candidates	
1 st April 2011	New staff structures in place	

4.2 Cabinet is asked to authorise the process to move to the Selection stage.

5. SIGNIFICANT IMPLICATIONS

The following bullet points set out details of significant implications identified by officers

5.1 Resources and Performance

5.1.1 Finance

These proposals support the Integrated Planning Process developments and will contribute to savings within Children and Young People's Service. In a service where a significant proportion of the budget is spent on salaries, the reductions to the Youth Work and Connexions budget will lead to a reduction in the number of staff, and inevitable redundancies. In consideration of the feedback received from staff, it has been agreed to realise all of the required savings by March 2011 in order to reduce the impact / disruption of this change process. The potential impact of the announcement about developing an All Age Careers Service is not yet known. This is likely to result in reduced funding of Connexions functions and some transfer of responsibilities of the universal careers element which will have been reduced significantly as a result of the changes outlined in this document.

5.1.2 Property and Facilities Management

In light of the potential reduction in staff levels, consideration is being given to the disposal of property assets currently being used in accordance with current County Council policy

5.1.3 Human Resources

At this stage it is anticipated that in order to achieve the required savings approximately 37 full time equivalent posts will need to be removed from the current structure.

5.1.4 Performance

This will result in a reduced service offer for children and young people. The impact is difficult to analyse but it is anticipated that pressure on other services may increase as a result. A reduction of services provided will inevitably lead to a reduction in service delivery and potentially service performance in relation to the current key performance indicators for Youth Work and Connexions.

5.2 Statutory Requirements and Partnership Working

5.2.1 Careful attention has been paid to ensuring that the statutory requirements of the Local Authority can be met within the proposed new structures. We do, however, anticipate that the coalition government will, at some point, issue a statement about the all age career service which could alter these. However, until any formal announcements are made we are proceeding on the basis of the current legislation.

5.2.2 A significant increase in partnership and voluntary sector working will be required in order to minimise the impact of the reduction in services provided by the Local Authority.

5.3 Climate Change

There are no significant implications for any of the headings within this category

5.4 Access and Inclusion

From 01 April 2011 the Local Authority will be unable to continue to provide a service to all children and young people. In planning new services care will be given to the diverse needs within our communities. A decision has been made to retain three specialist Inclusion posts within the structure for a further year to allow some of the work to be embedded in core business.

5.5 Engagement and Consultation

There has been extensive engagement and consultation on the proposals with staff, Members, Town/District/Parish Councils, voluntary sector organisations, police, and health representatives through stakeholder events and bespoke briefings.

Source Documents	Location
Formal Consultation Response Formal Consultation Document Informal Consultation Response Informal Consultation Paper Young People's Consultation Report	Room B109, Castle Court, Cambridge