

AGENDA MANAGEMENT SHEET

Name of Committee

The Cabinet

Date of Committee

21st July 2005

Report Title

Strategic Review of Services for Young People – Progress report

Summary

This report summarises progress to date since the Cabinet decision on 24th February 2005 to establish a co-ordinated service for young people, which would bring together existing services in the context of the Children Act.

For further information please contact:

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Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]

No

Background papers

- Cabinet – 9.12.04
- Reports to the five Area Committees – January / February 2005

CONSULTATION ALREADY UNDERTAKEN:-Details to be specified

Other Committees	<input type="checkbox"/>
Local Member(s)	<input type="checkbox"/>
Other Elected Members	<input type="checkbox"/>

Cabinet Member	<input checked="" type="checkbox"/> Cllr John Burton Cllr Izzi Seccombe Cllr Colin Hayfield Cllr Peter Fowler
Chief Executive	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/> Jane Pollard / Richard Freeth – comments incorporated in the report
Finance	<input checked="" type="checkbox"/> David Clarke, County Treasurer – “fine”
Other Chief Officers	<input type="checkbox"/>
District Councils	<input type="checkbox"/>
Health Authority	<input type="checkbox"/>
Police	<input type="checkbox"/>
Other Bodies/Individuals	<input type="checkbox"/>

FINAL DECISION

NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee	<input type="checkbox"/>
To Council	<input type="checkbox"/>
To Cabinet	<input checked="" type="checkbox"/> This report suggests that a further report is made to the Cabinet in October
To an O & S Committee	<input type="checkbox"/>
To an Area Committee	<input type="checkbox"/>
Further Consultation	<input type="checkbox"/>

The Cabinet – 21st July 2005

Strategic Review of Services for Young People – Progress report

Joint Report of the Chief Executive, the County Education Officer and the Director of Social Care & Health

Recommendations:

- (1) That Cabinet note the contents of the Joint Report, which describes the progress made since Cabinet's decisions on 24th February 2005.
- (2) That Cabinet agree that further discussion should take place concerning the location of the Teenage Pregnancy Strategy and Children's Area Risk Management (CHARM) pending the further reorganisation of services in the context of the Children Act and to support the general direction of travel of the establishment of the new service.

1. The consultant's report (November 2004)

- 1.1 In October 2004, the Chief Executive and County Education Officer commissioned Tony Taylor of ContinYou to conduct a Strategic Review of the County Councils' Services for Young People. This Review is overseen by an Officer Steering Group, the membership of which includes the Chief Executive, the County Solicitor & Assistant Chief Executive, the County Education Officer and the Director of Social Care & Health.
- 1.2 The consultant's report was completed in November 2004 following a comprehensive interview schedule with 67 separate individuals or organisations.
- 1.3 The consultant advised that the Review was timely in that it coincided with both the enactment of the Children Act 2004 and the Government's intention to produce a Green Paper on 'Youth' that would build on earlier policies and strategies designed to give direction to organisations working with young people. The main aim of the Green Paper (the publication of which has been awaited since October 2004) is likely to ensure that young people are equipped and supported to make the right choices and to seize the opportunities available outside statutory education. A new focus on services for young

people would promote personal development and active citizenship. It was likely that there would be a requirement for greater coherence and co-operation amongst all organisations working with young people.

- 1.4 In producing his report in November 2004, the consultant concluded that there was a universal commitment to move towards collaboration and coherence across young people's services. He also concluded that the currently dispersed arrangements the County Council has in place for its services for young people meant that:

"There is no over-arching vision or set of principles to guide the current County Youth Offer. A coherent, collaborative approach and a programme to build a shared vision incorporating all providers – statutory, voluntary and private – across the County in collaboration with young people) would lead to a more coherent service concentrating on widening participation, inclusion and raising standards."

2. Cabinet resolution on 9th December 2004

The consultant's report was considered by the Cabinet as an exempt and confidential item on 9th December 2004 when the following resolution was agreed:

- (a) That the independent consultant's report is duly noted.
- (b) That an executive summary of the consultant's report is prepared and used as a basis for a wide-ranging consultation with all elected members, partner agencies, stakeholders (including young people), staff, trade unions and professional associations.
- (c) That a final report is made to Cabinet on 24th February 2005 with a view to the implementation of any new arrangements for the County Council's Services for Young People and Adult & Community Learning being commenced as from 1st April 2005.

3. Conclusions to be drawn from the consultation (February 2005)

- 3.1 On 24th February the report to the Cabinet outlined the following conclusions, which had been drawn from the extensive consultation:
- 3.1.1 There is overwhelming support for changing the way in which the County Council currently organises its service for young people.
 - 3.1.2 Likewise, there is overwhelming support for the notion of establishing a new service, the Young People's Support Service, to bring the County Council's services for young people together.

- 3.1.3 The new Service should definitely incorporate Positive About Young People, Signposting Choice, Participation, Outdoor Education and the Youth Service.
- 3.1.4 Further consideration should be given to the appropriate location for the Teenage Pregnancy Strategy and CHARM, the service which supports families and children at the transitional stage from becoming significantly at risk of offending or becoming involved in anti social behaviour.
- 3.1.5 The Outline Service Structure (included within the consultant's report of November 2004) met with only qualified approval. The County Council should identify the scope of the Young People's Support Service, its aims, objectives and processes, and then design a structure fit for purpose.
- 3.1.6 The Children and Young People's Strategic Partnership Board should become the primary strategic body to which the Young People's Support Service reports. The Board should review its membership and remit. It should consider how it can publicise and promote its work to a wider audience and review its mechanisms for engaging with young people and other stakeholders. Current steering arrangements should be changed to ensure clarity, coherence and the primacy of the Board.
- 3.1.7 The main issues to be considered to ensure the success of YPSS are included in the following framework for development:
- A clear vision for the new service
 - A culture of putting children and young people first
 - All staff and volunteers signed up to the vision and living the culture
 - Delivering the five outcomes of the Children Act
 - A business plan to show how resources will be deployed to priorities
 - Identification of partners and lead responsibilities
 - Building on all good practice
 - Open access training to support best practice and networking
 - Targets for all aspects with rigorous monitoring and evaluation.
- 3.1.8 The voluntary and community sectors should be regarded as equal partners in work with young people. The role of Warwickshire Council for Voluntary Youth Service in policy and planning should be re-affirmed and its budgets increased as funds permit so that it can maximize its contribution to both policy development and, through its membership, service delivery.
- 3.1.9 There is sufficient evidence to show that the County Council should revise its processes for grant aid to voluntary and community organisations working with young people. The proposals suggested by consultees (and possibly others) should be explored further.
- 3.1.10 There is considerable interest from several organisations in reviewing the ways in which youth centres are currently managed. Many see opportunities for collaborative working. Appropriate officers could be tasked with the responsibility of producing an 'Accommodation strategy', drawing on the contributions to this consultation.

3.1.11 Further consideration should be given to developing the best mechanisms for co-ordinating services for young people at an area level.

3.1.12 The majority of respondents agreed that the Adult and Community Learning Service should be established as a separately managed service within the Education Department and that issues relating to the management of the Service should be resolved swiftly.

3.2 As a result of the careful consideration the Cabinet agreed the following:

3.2.1 That the outcomes of the consultation are noted.

3.2.2 (a) That approval is given to the establishment of a new Service (the name of which should be decided following further consultation with young people and partner agencies but provisionally to be known as the Young People's Support Service) incorporating Positive About Young People, Participation, Signposting Choice, the Youth Service and the Outdoor Education Service.

(b) That further consideration is given to the interim location of the Teenage Pregnancy Strategy and CHARM pending the further re-organisation of services in the light of the Children Act 2004.

(c) That further consideration is given to the development of an appropriate management and operational structure for the Young People's Support Service.

3.2.3 (a) That the Chief Executive, in conjunction with the Officer Steering Group, undertakes further preliminary work to lead to the establishment of the new Service at an appropriate time.

(b) That the Chief Executive, in discussion with the Leaders' Liaison Group, is authorised to commence a recruitment process for the new post of Head of Young People's Support Service, the post-holder to be accountable to the Director of Children's Services (when appointed).

3.2.4 (a) That the membership and remit of the Children and Young People's Strategic Partnership Board should be reviewed.

(b) That the strategic role of the Positive About Young People Partnership Board should cease following the review of the Children and Young People's Strategic Partnership Board and the full establishment of the Young People's Support Service.

3.2.5 That suitable arrangements regarding the oversight and implementation of the work of the Young People's Support Service at an area level will be developed in line with proposals to be developed in relation to the Children Act 2004.

- 3.2.6 (a) That the Chief Executive, in consultation with the voluntary sector, other partner agencies and young people, will further develop proposals to streamline the allocation of grants for work with young people, these proposals to be considered by the Cabinet after May 2005.
- (b) That, after May 2005, proposals be brought forward to Cabinet to clarify the roles of the Area Committees and Area Community Education Councils.
- 3.2.7 (a) That the important role of the voluntary and community sector in relation to the development and delivery of services to young people is re-affirmed.
- (b) That the Chief Executive, in conjunction with the Officer Steering Group, will ensure ongoing liaison and consultation with the voluntary and community sector pending the full establishment of the Young People's Support Service and the full development of the Warwickshire Youth Offer.
- 3.2.8 (a) That, with immediate effect, the Adult and Community Learning Service is established as a separate service within the Education Department pending the establishment of new departmental arrangements in the light of the Children Act.
- (b) That, with immediate effect, the County Education Officer is required to develop an appropriate management and operational structure for the Adult and Community Learning Service in order to address the issues raised in the recent Inspection of the Service by the Adult Learning Inspectorate pending a broader discussion concerning the County Council's arrangements for adult services generally.
- 3.2.9 That the Chief Executive, in conjunction with the Officer Steering Group, ensures ongoing liaison with young people, staff, trade unions and partner agencies (including the voluntary and community sector) pending the full establishment of the Young People's Support Service and the development of the Warwickshire Youth Offer and the establishment of the Adult and Community Learning Service as a separate service within the Education Department.
- 3.2.10 That, after May 2005, a further progress report is made to Cabinet at an appropriate time.

4. Progressing the Review and ensuring coherence with the County Council's approach to the Children Act

It is of vital importance to ensure that these key issues are seen within the context of the work of the Children Act Project Team, the development of a Children and Young People's Plan (CYPP) and other issues facing the County Council. In this regard, it should be noted that there is full coherence between

this Review and the work of the Children Act Project Team – indeed the Review is one of the Team's 17 workstreams in respect of which reporting arrangements and terms of reference have been agreed.

5. Progress on the Review since the Cabinet decision on 24th February 2005

5.1 Arrangements for the new Service for Young People

5.1.1 The Officer Steering group has continued to steer the Review and agreed an overarching Implementation Plan which can be found at **Appendix A**.

5.1.2 The Implementation plan divides the tasks into three main areas:

- Consultation
- Structure and organisation of the new service
- Governance arrangements.

5.1.3 Each area has specified tasks, allocations of responsibility and success criteria. The establishment of the groups ensures that the County Council keeps staff, young people and partner agencies closely in touch with the progress of the Review. The website is also kept up to date to ensure instant access to information. This will ensure maximum information for those organisations that potentially see their roles as significantly changing.

5.1.4 The Review has now broadened in terms of involving a range of colleagues and partners in the detailed development of the new service:

- An implementation group has been established made up of service leaders and county council officers to ensure that all actions required in relation to the organisational arrangements, membership and management of the new Service are undertaken. The terms of reference are at Appendix A.
- An advisory group has been established to ensure the full and active involvement of key partners and stakeholders in the development of the new service. A specific brief of this group will be to help in the engagement of young people as well as staff in this process. Membership and terms of reference can be found at Appendix A in the Implementation Plan.
- The Officer steering group will take responsibility for final decisions on operational issues and bring a further report on progress to Cabinet possibly in October 2005.

- Governance arrangements are being considered as part of the Review of Governance and Corporate Planning Arrangements for Children's services in a workstream of the Children Act Project, which also integrates developmental work on integrated planning, commissioning, budgeting and performance management. The CAP website www.warwickshire.gov.uk/cap contains further information.

5.2 Subsidiary issues related to the Strategic Review – Review of Area Community Education Councils

- 5.2.1 A review of the Area Community Education councils will be brought forward to Cabinet for a decision in Autumn 2005. Currently we are seeking to continue the ACECs in their current role until March 2006 with any new arrangements coming into place from April 2006. A meeting will be held with ACEC chairs to discuss the issues on 6th July.
- 5.2.2 With the establishment of the new service we need to justify the continuation of the ACECs in their current form or propose alternatives. Moreover it is vitally important that the County Council keeps the 'wisdom' of the members of the ACECs, which reflects the local community, and which has played a key part. We also need to ensure coherence from one system to another and links with the Area Committees and local planning mechanisms.

5.3 Subsidiary issues related to the Strategic Review – Allocation of grants and funds

- 5.3.1 Issues related to the streamlining of grants and funds clearly links in to the County Council Review of the Community and Voluntary sector currently being overseen by the Assistant Chief Executive. A further report on outcomes is expected in the late summer or autumn. It is likely that the report will provide some direction since the streamlining of grants and funds applies not just to services for young people but children, families and all other members of the community. The streamlining of grants is also integral to the review of Area Community Education Councils.
- 5.3.2 An analysis of funds will be undertaken to clarify what steps should be taken to resolve these issues. It is important that we also recognise the income which the Council receives from the Children's Fund towards services for young people, particularly Positive about Young People (PAYP) and CHARM. Within this context, the vital contribution which WYCVS makes to the service delivery must be considered. The funds, which build capacity in the voluntary sector, should be part of the overall debate.

5.4 Separation of the Adult and Community learning Service and the Youth Service

- 5.4.1 Since the Cabinet decision Community Education was divided on 1st March into two services. There now exists the Adult and Community Learning Service and the Youth and Community Service within the Community Division of the Education Department.

- 5.4.2 The Adult and Community Learning Service is in the process of restructuring and a permanent head of service was appointed on 10th June. Following extensive consultations with staff and unions a service structure has now been agreed by the County Education Officer which will ensure it is fit for purpose as we move to formula funding from next April 2006.

5.5 Timescales for establishing the new service

Many organisations and staff have been involved in the consultation process (December – January) and staff and services are ready and willing for change. The website is regularly updated to keep staff informed. It is proposed that, following discussion with the new Chief Executive, the new service will be operational by May 2006. This needs to be confirmed following the appointment of the Director of Children's Services and discussion with Members.

5.6 Other issues

- 5.6.1 The Cabinet decision originally proposed that further consideration should be given to the interim location of the Teenage Pregnancy Strategy and CHARM.
- 5.6.2 In the context of the establishment of the Children's Services Authority as a result of the 2004 Children Act, many services for children, young people and families will combine into one department. We need, therefore, to co-ordinate the timing of these changes and their likely impact. Income streams may be a factor, currently 25% of the Children's Fund income supports Positive About Young People and is directed to CHARM, systemic family work and mentoring. By December 2005 Government Office expects a Warwickshire plan on how the Children's Fund will be incorporated and mainstreamed into the new enhanced partnership arrangements. This is, of course, a very tight timescale.
- 5.6.3 The other aspect of this is whether the work, which has just begun on looking at enhanced support services, will alter the nature of current services so that they change in accordance with the vision and work-plan of the Children Act Project Team and in due course the Children and Young People's Plan.
- 5.6.4 The Teenage Pregnancy Strategy is government funded and the Board reports to Government Office for the West Midlands on the success or otherwise of the Strategy. A new co-ordinator has been recently appointed. It may therefore be timely to consider the Teenage Pregnancy Strategy as part of the new service on the basis that its location there will enhance the work of the service to provide services for young people when they need it and where they need it.
- 5.6.5 It is proposed that further dialogue takes place with representatives of the Children's Fund, the Teenage Pregnancy Strategy and CHARM with a view to presenting Cabinet with a timescale and proposals for their inclusion into this Review.

5.7 Ofsted Inspection on the Youth Service 23rd-26th May 2005

On 23rd-26th May the Youth Service was given a full inspection by a team of five, two HMI and three lay inspectors. We are waiting for the final report and will outline the strengths and areas for improvement in the next report to Cabinet in October 2005.

DAVID CARTER
Assistant Chief Executive
& County Solicitor

ERIC WOOD
County Education Officer

MARION DAVIS
Director of Social Care & Health

Shire Hall
Warwick

7th July 2005

Implementation Plan for the Strategic Review of Services for Young People 2005 April – September 2006

	Cabinet Approved Recommendations 24/2/05	Success Criteria	Timescale	Responsibility	Progress
1. Consultation					
1a.	Approval given to establishment of new Service (the name of which should be decided following further consultation with young people and partner agencies but provisionally to be known as the Young People's Support Service) incorporating Positive About Young People, Participation, Signposting Choice, the Youth Service and the Outdoor Education Service.	Name of new Service agreed following consultation	September – December 2005	Implementation Group with staff from all services with input from advisory group	
1b.	Chief Executive, in conjunction with the Officer Steering Group, to ensure ongoing liaison and consultation with the voluntary and community sector pending the full establishment of the Young People's Support Service and the full development of the Warwickshire Youth Offer.	Advisory Group established	Ongoing	Advisory Group involved	

	Cabinet Approved Recommendations 24/2/05	Success Criteria	Timescale	Responsibility	Progress
1c.	Chief Executive, in conjunction with the Officer Steering Group, to ensure ongoing liaison with young people, staff, trade unions and partner agencies (including the voluntary and community sector) pending the full establishment of the Young People's Support Service and the development of the Warwickshire Youth Offer.	Ongoing consultation	Ongoing	Officer Steering Group to consider. A number of different groups involved. Separate plan to be developed.	
2 Structure and organisation of the new service					
2a.	Further consideration given to interim location of the Teenage Pregnancy Strategy and CHARM pending the further re-organisation of services in light of the Children Act.	Cabinet agrees upon the membership and location of the new service	July 2005	Officer Steering Group	
2b.	Further consideration given to development of appropriate management and operational structure for the Young People's Support Service.	Fully agreed service structure which will need to be subject of consultation	September 2005	Implementation Group to work on options. DCS/ Head of Service to determine in conjunction with Officer Steering Group.	
2c.	Chief Executive, in discussion with the Leaders' Liaison Group, authorised to commence a recruitment process for the new post of Head of Young People's Support Service, the post-holder to be accountable to the Director of Children's Services.	Agreed job description and recruitment process	July 2005 Approx recruitment by December 2005	HR to determine in consultation with Officer Steering Group.	

	Cabinet Approved Recommendations 24/2/05	Success Criteria	Timescale	Responsibility	Progress
2d.	Chief Executive, in conjunction with the Officer Steering Group, undertakes further preliminary work to lead to the establishment of the new Service.	Portfolio of data and information in current services: staffing, budgets, premises, risks, performance management, management information policies.	September 2005	Implementation Group work to be steered by Officer Steering Group.	
2e.	Suitable arrangements regarding the oversight and implementation of the work of the Young People's Support Service at an area level to be developed in line with proposals to be developed in relation to the Children Act.	Appropriate area working arrangements developed in line with locality working	September 2005	Implementation Group and Advisory Group and Children Act Project Team.	
2f.	Further progress report to be made to Cabinet at an appropriate time.		July and November 2005	Officer Steering Group	
3. Governance Arrangements					
3a.	Chief Executive to develop proposals to streamline the allocation of grants for work with young people ensuring appropriate consultation, coherence with current VCS Review & similar work being undertaken by Social Services regarding supporting work with adults.	Cabinet approval for streamlined grant process	November 2005	Chief Executive - Implementation and Advisory Group involved. Officer Steering Group to approve arrangements.	

	Cabinet Approved Recommendations 24/2/05	Success Criteria	Timescale	Responsibility	Progress
3b.	Proposals to be brought forward to Cabinet to clarify and review the role of the Area Committees generally, and the Area Community Education Councils.	Cabinet approval for April 2006 start	November 2005	Chief Executive – Review to be commenced post May 2005	<p>It is important to keep “area community wisdom”. Some of the funds ACECs allocated are for hiring schools, some are to enable the Youth and Community service to meet its targets and some are for the Adult and Community Learning Service. Propose we ask the new administration to keep current ACEC members until March 2006.</p> <p>Funds could be allocated through sub group of Area Committees or Area Community Learning Partnerships.</p>

The roles of the Officer Steering Group, Implementation Group and Advisory Group April – September 2006

Name of Group	Purposes	Membership	Reporting Arrangements/ Accountability	Notes/Comments
Officer Steering Group	<p>Ensure overall coherence of the Implementation arrangements</p> <p>Ensure that implementation is complementary to the progress of the County Council's post Children Act arrangements</p> <p>Determine reporting arrangements to COMT, Cabinet and the County Council</p> <p>Ensure that issues in relation to the Strategic Partnership Board, the Review of grant making processes and the role of ACECs / Area Committees are undertaken through the Chief Executive's Department</p> <p>Oversee Recruitment of Head of Service</p>	<p>Chief Executive</p> <p>David Carter</p> <p>Eric Wood</p> <p>Marion Davies</p> <p>DCS (when Appointed)</p> <p>Elizabeth Featherstone</p> <p>Andrew Lawrence</p> <p>Nick Gower-Johnson (up to end May 2005)</p> <p>Dharmista Harkisan-Hall</p>	The Cabinet via the Chief Executive	

Name of Group	Purposes	Membership	Reporting Arrangements/ Accountability	Notes/Comments
Implementation Group	<ul style="list-style-type: none"> - To ensure that all actions required in relation to the organisational arrangements, membership and management of the new Service are undertaken - Develop draft organisational and operational structure for new service - Assist in the development of arrangements for the work at an area level - Advise on the development of consultation and communication arrangements - Prepare single profile of: <ul style="list-style-type: none"> Key contacts Budgets inc funding streams and grants paid/received Support from HQ functions Premises Other resources/assets Current Governance arr'ts Area Structures All staff (inc volunteers) Terms and Conditions All Vision Statements, policies, processes and plans QA processes Curriculum and Programmes Inspection and Performance Management arr'ts MI systems inc benefits & issues Area structures 	Elizabeth Featherstone (Chair) Nick Gower-Johnson (up to end May 2005) Dharmista Harkisan-Hall Jane Pollard Judith Coote (HR) Joanna Rhodes David Halsall Simon Lord Rachel Faulkner Rep from Advisory Group Mike Maguire Peter Hatcher	Via Elizabeth Featherstone to the Officer Steering Group with ongoing link to JMT	<p>All work to be steered and approved by the Officer Steering Group via the Chair</p> <p>The single profile should include information in relation to the Youth & Community Service, Positive About Young People, the Teenage Pregnancy Strategy and CHARM</p>

Name of Group	Purposes	Membership	Reporting Arrangements/ Accountability	Notes/Comments
Advisory Group	<p>To ensure the full and active involvement of key partners and stakeholders in the development of the new Service</p> <p>Input to and review the work of the Imp & Steering Groups generally</p> <p>Advise on consultation and communication methods/processes</p> <p>Engage young people and staff in the development of the new Service paying particular regard to the role of the County Youth Forum and local Youth Fora</p> <p>Identify and implement issues for <u>immediate</u> cross service collaboration</p> <p>Develop options for the name of the new Service and suggest consultation processes</p>	<p>Elizabeth Featherstone (Chair)</p> <p>Nick Gower Johnson (up to May 2005)</p> <p>Dharmista Harkisan-Hall</p> <p>Mike Bunn</p> <p>Graham Hollowell / Steve Stewart</p> <p>Vic Jones</p> <p>Diane Johnson</p> <p>Paul Thompson</p> <p>Amy Barnes</p> <p>County Youth Panel reps + support worker</p>	Via Chair of Group to Officer Steering Group	<p>Engage District/Town & parish Councils as appropriate</p> <p>CVS engaged by WCVYS via Local development Agency Forum</p> <p>A budget may be required to support the involvement of young people</p> <p>Work should link with Information Sharing developments via Children Act Project Team</p>