

Children and Young People Overview & Scrutiny Committee

20 June 2012

Impact of “Transformation of Services for Young People” on past and future work with young people

1.0 Context

- 1.1 Following widespread consultation on the draft Savings Plan published on 2 November 2010, the Council agreed on the 15 February 2011 that as part of “Facing the Challenges”, services for young people should be funded up to £1m. A further £1.5 million was identified for Targeted work with young people from the Early Intervention Grant. This was the subject of agreement at Full Council of 29 March 2011. The strategy for the new direction and priorities was agreed within the September 2011 Cabinet report “Transforming Services for Young People, Targeted Support”.
- 1.2 The Council set challenging targets for the reduction of its property costs over the 3 year period 2011-14 as part of its overall savings plan. A paper was presented to and agreed at Portfolio Holder’s Decision Making Session on 25 March 2011 that enabled consultation on future possibilities for Youth Service premises to commence. Further reports directly affecting Youth and Community Centres were presented to Cabinet in June, September and December 2011. The December paper also set out the legal basis for Youth Service’s, consultation that had been undertaken and the wide-ranging Equality Impact Assessments that had taken place to inform recommendations.
- 1.3 This paper sets out the impact of the Savings Plan and strategic decisions made by Council as it affects on-going work with young people.

2.0 Premises

- 2.1 **Appendix A** identifies the premises from which WCC delivered youth services prior to the Transformation of Services for Young People programme and the current position. Three premises included in the appendix were not included in the consultation (see 2.2): Coleshill had previously been made surplus to requirement, Kingsbury Swimming Pool the subject of separate Cabinet reports and Family Community Care Centre was subject to a long term Health sub lease and therefore excluded - though is expected to transfer from WCC responsibility.
- 2.2 The initial consultation period relating to 30 of the premises in the Appendix was 6 weeks from 26 March 2011 and was extended for a further week to 16

May 2011 to enable some further meetings to take place and provide more time for local groups to come together to undertake completion of an expression of interest. In total there were 12 premises that resulted in expressions of interest of which only one, Park House, has not resulted in management by a voluntary/community sector organisation.

2.3 A summary of the Appendix identifies that:

- 5 centres to be continued to be maintained by WCC
- 3 other centres are currently being managed by WCC though expected to transfer over the coming months
- 14 premises (9 community based centres, 4 school based and a swimming pool, and includes 2 of the premises temporarily being managed by WCC) previously owned by WCC have/will soon be transferred with Voluntary sector continuing to provide youth provision
- 4 community run centres having had WCC youth services cancelled have continued to provide youth club activities
- 2 community centres have not continued with any youth club programme
- 4 premises including one office were made surplus to requirement (1 centre is anticipated to be leased to a youth organisation). Youth provision from 2 centres relocated
- 3 school based centres transferred to schools with no on-going youth club though youth provision continuing in 2 local communities and specialist programmes for disabled young people relocated

2.4 In general terms comparatively few actual sessions for young people to engage in from centres have been lost. In those communities in which youth clubs have closed due to either schools wanting the premises for other purposes (3) or where made surplus to requirements during the transformation programme (2) only at Baddesley is there no other active different youth provision in the village though WCC is providing detached work in the village. Community owned centres at Kingsbury and Dunchurch have also closed programmes for young people.

2.5 The response by communities has been very positive with most of the fears voiced during the consultation phase being unfounded. However it must be accepted that it is early days for many of the new groups running the centres and support must continue to be offered as appropriate. The positive outturn of transfers was also helped by excluding those in the communities of greatest disadvantage where it is believed most would not have been able to be transferred as community organisations would either not have been forthcoming, or liabilities been too great to accept.

2.6 As anticipated the greatest area of discussion and concern with organisations has been related to on-going building responsibilities, and in some instances the condition of the premises. All parties have worked hard to find common ground and make good anything related to water/wind proof and health and safety/security issues prior to transfer. A rolling 3 month notice of surrender of the lease by organisations has also enabled some organisations the security to take on the premises in the knowledge that if it doesn't work out there is a safety net.

- 2.7 All transfers have been undertaken adhering to the policy guidelines approved in the December Cabinet report. There has been variation to length of lease in 3 instances to enable the new organisations a better chance of securing long term capital grant monies. There have also been 2 separate one off payments agreed to cover specific local issues which have enabled transfer to be secured. In one instance there was category 4 (very poor) issues identified in the condition survey and the work could not be undertaken swiftly therefore a grant was made to cover some costs. In the other there was a local issue with concerns about reliability of a lift and therefore a sliding scale of responsibility over 5 years was agreed. Concerns about asbestos have been covered in the lease agreement of a further organisation. The leases at Binley, Henley and Bedworth are for five years, the leases at Hill Street and Wembrook are for 10 years and the lease at Kenilworth is for 15 years. In the case of the 5 year leases there are no rent reviews and at the end of the 5 year term, subject to agreement between the parties, a new lease will be put in place. For the leases at Hill Street and Wembrook there is a rent review provision on the fifth anniversary of the term and for the lease at Kenilworth there are rent reviews on the fifth and tenth anniversary of the term. All others have accepted the standard lease and transfer of assets agreements.
- 2.8 Not only have the community responded positively where buildings were at risk, they have also done so to ensure the continuation of youth provision in community owned centres and in communities in which schools did not want the responsibility of managing youth provision or wanted the premises for alternative use. Currently in only four communities (Kingsbury, Baddesley Ensor, Weddington Nuneaton [closure of Higham Lane YC] and Dunchurch) in which there was a reasonably attended youth club is there currently no alternative though Dunchurch Parish Council are considering some options and detached and rural projects are working in the North Warwickshire communities.
- 2.9 Decision by Cabinet to transfer furniture, equipment and financial assets of each youth club also has a significant bearing to enable transfers to take place. Each new organisation taking on a building has entered into 2 legal agreements: the Lease for premises related matters; and a Transfer of Assets agreement that covers other matters.

3.0 Staff

- 3.1 Prior to the June Cabinet meeting a well-attended Member briefing took place that presented issues arising from the consultation on premises and the document "Transformation of Services for Young people - Service Design" that had been circulated to unions and staff for consultation. This set out the draft design of the new Targeted Youth Support structure that would deliver the strategy agreed at the September Cabinet meeting. A great deal of thought had gone into what was required, within the available budget and wider strategy of the Council, to deliver the expectations of the new service.
- 3.2 For practical reasons the Transformation regarding staff positions was undertaken in 2 phases. Phase 1 was for "professional grade" staff more

commonly referred to as “full time youth workers”. Phase 2 was for all others – predominantly part time roles with the full range of employees ranging from cleaners, administrative posts and support youth workers (part time youth workers). New job descriptions and person specifications for every post were considered and developed. Where posts in the new structure were very close to those in the existing one then “matching” was considered – employees in such posts transferred to the new structure without the need for a competitive selection process. All youth workers working in “specialist” delivery fell under this group: Disability groups and Black and Ethnic Minority work

- 3.3 The implementation of Phase 2 occurred over 3 time spans to coincide with Cabinet decisions. August for those staff affected by the withdrawal of provision from centres not owned by WCC, September for those affected by decisions to keep 5 centres and close some others and December for all other staff affected by transfers and not previously included, and staff that had had their redundancy notice period withdrawn so that they could take part in the Service redesign opportunities – this phase also extended to April for 2 instances delayed due to illness. **Appendix B** is a summary of the impact of the transformation programme on staff across all phases. It can be seen that at the outset there were 264 individual staff employed within the Youth and Community Service affected by this transformation and at the conclusion of the transformation there are 156 continuing in Targeted Youth Support. There are a further 10 admin assistants working in area offices that are subject to current discussions but were not included within the Transformation programme of 2011/12. Regarding professional grade staff (often referred to as full time youth workers) there was a number of voluntary redundancy (VR) requests that enabled the transformation to take place comparatively smoothly. The result was 2 refused requests for VR, 8 accepted and one compulsory redundancy. A further 2 staff secured alternative employment during the process.
- 3.4 In respect to Phase 2 the majority of redundancies were asked for. In some cases this was because available employment was too far away to make it worthwhile, others because what was being offered was too different to what the employee was used to/wanted.
- 3.5 The service is carrying some part time youth work vacancies at the end of this process. This has been anticipated and welcomed as it provides the opportunity to review the first months demand on the new service and use the vacancies to make appropriate appointments to meet those needs. The Service is currently modelling best use of these vacancies e.g. individual session staff or a number brought together in a single post; one to one specialists or group workers, etc.
- 3.6 Prior to the Transformation the Youth and Community Service was predominantly focused around Youth Centre work with some specialist youth workers undertaking participation, rural and detached work. Centres mainly offered sessions open to any young person (Universal). Staff were generally confined to their roles and place of work. Targeted Youth Support has no specialist youth work posts. All staff are employed as youth workers and undertake the whole range of practice. Whilst staff are employed within the 3

geographical areas used to administer the County there is an expectation that staff will work where the demand/need is. Such flexibility is at the basis of all areas of work – including administration as well as work with young people.

- 3.7 There has been a significant increase in referrals from other agencies that recognise the unique skills and relationships that youth workers have with young people. The Service is using this current year to further develop staff with mentoring and counselling skills as well as the targeted group work youth workers are better known for. Young people at risk of exclusion or not attending school, NEET young people, young people with low self esteem, those developing anti social behaviour and at risk of offending, young parents, young people with anger issues, etc. are just some of the targeted work developed and undertaken this past year.
- 3.8 The Centres we continue to manage are also looking to support broader early Intervention programmes especially those that have clear benefit to work with teenagers. For example we are now doing some very successful work in Camp Hill with 5-9 year olds, who in most cases have older siblings attending the teenage projects. These children are referred to us and this has opened up closer access to their parents / carers. By getting to know and work closely with the family we can help them to identify any skills or support they need that will enable them to play a more positive role both within their family and their community.
- 3.9 These Centres, that have been strategically kept, will also provide satellite work places for all staff who need to work more closely with a community undertaking modern and flexible working and it is anticipated that work in this are will be undertaken in the Autumn.

4.0 Conclusion

- 4.1 The past year has been very challenging and considerable work and change undertaken. All decisions have reflected the wishes of Cabinet and should place Targeted Youth Support in good stead for the forthcoming Strategic Commissioning Review.
- 4.2 The decision to undertake the required changes and achieve the savings plan targets in a single year has been the right one to ensure that young people, staff and communities had a realistic chance to respond to consultations, make decisions about how they wished to respond and then the Authority through the Project Team to provide support as required. The project team work has been evaluated and the outcome positive. It has been hard on staff but we are now in a position where we can plan with some certainty for those young people that need us most through the targeted youth support and support the commissioned 'youth offer' now delivered by through voluntary and community settings.
- 4.3 In the early days of the transformation and project it has been identified that there was perhaps a gap of understanding between what the project felt it was addressing and that which Senior officers felt important. The delay in agreeing the 5 centres to continue to be managed and no decisions on the support

issues presented in the June paper is an example of this. However from that moment on all were working together, relevant and timely decisions made that enabled transfers to take place – albeit under some last minute pressures of time.

- 4.4 Each member of the project team undertook their roles fully and with great support and commitment. There was no additional support to the project team and so each member had to find the capacity within their normal roles. Recognition of the role of HR, property, legal, finance, risk management, partnership and locality teams, as well as Targeted Youth Support staff and administration that undertook much of the collation of information cannot go understated.
- 4.5 The wishes of the Council have been delivered with the expected outcomes achieved with a strong desire by County Council colleagues, Elected Members and our voluntary sector partners determined to continue serving young people as well as we can within the limitations of the reduced resources.
- 4.6 Throughout the transformation equality impact assessments have been undertaken and there will be continuous monitoring of the evolving new service to ensure that Ethnic Minority Groups, Religious Groups, and Disability Groups needs are taken into account so they are not disproportionately affected by the changes now in place. A named officer within the new structure has overall responsibility for ensuring that this happens and linking with our assigned Race, Equality and Diversity officer.

Background Papers

Transformation of Youth Services: Portfolio Holder Decision March 2011

Transformation of Youth Services: Cabinet June 2011

Transformation of Youth Services: September 2011

Transformation of Youth Services: December 2011

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Appendix A - Premises Status following Transformation of Services for Young People programme

May-12

CENTRE	Address	Status pre Transformation	Current Status	Comment
STRATFORD - AREA				
Area office	SUITE 1, ARDEN COURT, ARDEN STREET, Stratford on Avon CV37 6NT	freehold not owned	lease expired	staff moved to Elizabeth House
Henley Youth & Community Centre	Stratford Rd, Henley in Arden, B95 6AF	owned - school site	transferred to community group	fully transferred, youth provision continuing
Kineton Youth & Community Centre	Banbury Rd, Kineton, Warwick, CV35 0JX	owned - school site	transferred to school	transferred to school - youth provision continuing
Southam Youth Centre	Southam Church & Comm Project, St James Rd, Southam, CV47 0LY	freehold not owned	returned to landlords	youth provision continuing
Studley Youth & Community Centre	High St, Studley, Warwickshire, B80 7HJ	owned - community based	Maintained by WCC	youth provision continuing - exploring broader role of centre
The Outhouse/Shipston	Darlingscote Road, Shipston-on-Stour, CV36 4DY	owned - school site	transferred to school	community organisation managing and developing youth provision
Tyler House Y&C Centre	Tyler St, Stratford-upon-Avon, CV37 6TY	freehold not owned	short term maintained by WCC	discussions with landlords expected to conclude shortly. Youth provision continuing
Wellesbourne Y&C Centre	School Rd, Wellesbourne, Warwick, CV35 9NH	freehold not owned	short term maintained by WCC	Awaiting discussions with landlords/ local group running youth provision
WARWICK AREA				
	71 COTEN END, WARWICK, CV34 4NU	owned - community based	Surplus to requirements	made surplus to requirements . May be included in Warwick YC transfer. Staff moved to Saltisford
Campion Youth Wing	Sydenham Drive, Leamington Spa, CV31 1QH	owned - school site	transferred to school	No youth club provision on school site, working with SYDNI Centre
Kenilworth Youth Centre	Abbey End, Abbey Car Park, Kenilworth, CV8 1QJ	owned - community based	transferred to community group	some issues re access delaying final signing of lease, no problem anticipated, youth provision continuing
Lillington Youth Club	Mason Avenue, Lillington, Leamington Spa, CV32 7PE	owned - community based	Maintained by WCC	youth provision continuing and developing
Warwick Youth Centre	71 Coten End, Warwick, CV34 4NU	owned - community based	working to transfer to community group	transfer anticipated July as planned, youth provision continuing
RUGBY AREA				
	NEWTON HALL, LOWER HILLMORTON ROAD, RUGBY CV21 3TU		disposed of	staff moved to Oakfield Park
Binley Woods Youth Centre	Coombe Drive, Binley Woods, CV3 2QU	owned - school site	transferred to community group	youth provision continuing
Brownsover Youth Centre	Hollowell Way, Brownsover, Rugby, CV21 1LT	freehold not owned	community group managing centre	RBC granted lease to community group, WCC leased premises for 1 year, Youth provision continuing
Dunchurch Youth Centre	Dunchurch Sports Field & Village Hall, Rugby Road CV22 6PN	freehold not owned	returned to landlords	youth provision NOT continuing
Fareham Youth Centre	Fareham Avenue, Rugby, CV22 5HS	owned - school site	transferred to school	youth provision NOT continuing on site . Youth provision being delivered in alternative community venue
Hill Street Y&C Centre	Hill Street, Rugby, CV21 2NB	owned - community based	transferred to community group	Premises issues to be resolved before signing lease though managing centre. Youth provision cont
Wolston Youth Centre	Wolston Leisure & Community Centre, Old School Fields, Manor Estate, Wolston, Coventry, CV8 3GT		returned to Landlords	Parish Council running youth provision from centre
NUNEATON/BEDWORTH AREA				
	PARK HOUSE, RIVERSLEY RD, NUNEATON, CV11 5QS			area office part of Park House (see below).
Bedworth Youth Centre	Croxhall St, Bedworth, Nuneaton, CV12 8JB	owned - community based	transferred to community group	Transferred to community group
Bedworth Heath Youth club	Smorral Lane, Bedworth Heath	freehold not owned	returned to landlords	some youth provision continuing to be provided by TYS
Keresley Village Com Centre	Howat Road, Keresley End, Coventry, CV7 8JP	freehold not owned	returned to landlords	some youth provision continuing to be provided by TYS
Camp Hill Education Sports & Social (CHESS)	Cedar Road, Camp Hill, Nuneaton, CV10 9DN	owned - community based	Maintained by WCC	Youth provision continuing and other early intervention programmes developing
Higham Lane/Eaton	Higham Lane School, Higham Lane, Nuneaton	owned - school site	transferred to school	No youth club provision continuing
Family Community Care Centre	Ramsden Avenue, Camp Hill, Nuneaton, CV10 9EB	owned - community based	Maintained by WCC	Discussions with health to manage as predominantly used by them
George Eliot Youth Wing	Raveole Drive, Nuneaton, CV10 4QP	owned - school site	transferred to community group	renamed Wembrook Youth and Community Centre, some youth provision continuing to be provided by TYS
Hatters Space Community Centre	Upper Abbey Street, Nuneaton, CV11 5DN	owned - community based	Maintained by WCC	Health Store and other youth programmes continuing
Park House Youth Centre	Riversley Road, Nuneaton, CV11 5QS	owned - community based	Surplus to requirements	unable to secure viable community interest. Office remaining as security until suitable alternative found
NORTH WARWICKSHIRE				
	WARWICK HOUSE 1ST FLOOR, RATCLIFFE ST. AATHERSTONE CV9 1JP	leased	remaining for further year	part of property rationalisation
Baddesley Ensor Youth Club	Boot Hill, Grendon, Atherstone, CV9 2EL	owned - community based	surplus to requirements	to be disposed, temporarily leased by Grendon Parish Council, youth provision NOT continuing
Coleshill Youth Wing	Packington Lane, Coleshill, B46 3JE	owned - school site	surplus to requirements	Alternative use by youth related group (marching band) being finalised, youth provision delivered elsewhere
Kingsbury Youth Centre	Coventry Road, Kingsbury, Tamworth, Staffs, B78 2LN	freehold not owned	returned to landlords	NO youth provision continuing
Kingsbury Swimming Pool	Tamworth Rd. Kingsbury, Tamworth B78 2LF	owned - school site	Transfer	Transferred to Schools management
Polesworth Youth Wing	Dordon Road, Dordon, Tamworth, Staffs B78 1QT	owned - school site	transfer to school	youth provision continuing
The Ratcliffe/Atherstone Y&C Centre	Ratcliffe Road, Atherstone CV9 1LF	owned - community based	Maintained by WCC	youth provision continuing and developments with others being explored for targeted priority work

