

## **Cabinet – 28 October 2015**

### **Youth Support Services – Review of Targeted Youth Work**

**Portfolio:** Councillor Towe - Children's Services

**Related portfolios:** Councillor Andrew - Neighbourhood Services

**Service:** Youth Support Services

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### **1. Summary**

- 1.1 As part of the budget setting process it was agreed by Cabinet on 4 February 2015 to recommend to Full Council for approval for the two year period 2015-2017 a reduction of £1.072 million in the Targeted Youth Work budget reducing it from £1.96 million to £888,000 which was subsequently approved by Full Council.
- 1.2 The report proposes new arrangements for the delivery of Targeted Youth Work with:
  - a more prominent role for independent commissioned providers and
  - a new configuration for direct Council delivery prioritising particular agendas including the reduction of anti-social behaviour, support for community cohesion, targeted and vulnerable groups and capacity building in the independent commissioned sector.
- 1.3 It is proposed that the funding for independent commissioned services is held at £533,000 (60% of the available budget) for the final year of the current 3 year commissioning process which ends on 31 March 2016, which is the same level as the allocations for 2014-2015. £355,000 is thus available for direct Council delivery.
- 1.4 There will be a reduction in the number of Youth Support Services' buildings with a focus on activity delivered from the Myplace provision.
- 1.5 In December 2014, the then Portfolio Holder for Children's Services called for a full review of targeted youth work, both commissioned and Council delivery, to be completed by the end of January 2015.
- 1.6 At its meeting on 18 March 2015, Cabinet received a report on the outcome of the review. It was decided at that meeting further consultation should be undertaken.
- 1.7 As a consequence, to allow due time for the required consultation, it was agreed to provide a report to Cabinet at its June meeting. The change of political control led to this report being presented to October Cabinet, so that further consultation could be

undertaken with regard to the allocation of commissioned funding and associated decision making arrangements. The proposals, if approved, will result in full implementation by 31 March 2016.

- 1.8 The purpose of this report is to advise Cabinet upon the options available to shape the services; they fall into three primary areas for decisions:

1.8.1 The proposed Service Delivery Model for the Council service (part 6.1 of the report), and

1.8.2 The Service Resource/Funding Allocation Model for which there are 3 options that will determine the allocation of funding to different parts of Walsall (part 8 of the report), to be delivered by independent commissioned providers, and

1.8.3 The localised decision-making arrangements.

- 1.9 Cabinet will note the following appendices are attached to this report:

- A Targeted Youth Work – Resources Allocation Model 2015-2016 by Ward and Area Partnership – with options for distributing the resources
- B Buildings currently used for the delivery of targeted youth work (as at February 2015)
- C Buildings proposed for the delivery of targeted youth work from April 2016
- D List of current targeted youth work services by provider, location and type
- E Council Targeted Youth Work delivery staffing structure as at January 2015
- F Proposed Council Targeted Youth Work delivery staffing structure as at April 2016
- G Summary of Targeted Youth Work consultation conducted in response to the decision made at the 18<sup>th</sup> March Cabinet.
- H Summary of Targeted Youth Work consultation conducted between August and October 2015 in relation to proposals regarding independent commissioned services
- I Summary of Statutory Guidance 2012 and 2013
- J Equality Impact Assessment.

## **2. Recommendations**

- 2.1 That Cabinet note the feedback from the consultation process on the Review of Targeted Youth Work proposals included in paragraph 3.6 and in **Appendix G** to this report and the outcomes of the latest phase of consultation in paragraph 4.5 and **Appendix H**.
- 2.2 That Cabinet approve the proposals set out in this report under section 6.1 to re-shape the Council delivery arrangements.

- 2.3 That Cabinet determines their preferred resource allocation model from the options set out in **Appendix A** for the allocation of resources for the purpose of commissioning independent providers from 1 April 2016.
- 2.4 That Cabinet approve the arrangements for local commissioning decision-making as set out in 6.4, in the light of responses to the consultation.
- 2.5 That Cabinet approve commencement of a procurement process for independent commissioned targeted youth work to commence service delivery for and from 2016-2017.
- 2.6 That Cabinet approve the award of any required transitional contracts within the period 1 April 2016 to 30<sup>th</sup> June 2016, pending the conclusion of the procurement process in relation to recommendation 2.6
- 2.7 That Cabinet approve the carrying forward of the Myplace reserve fund of £69k from 2014/15 for use over the financial period 2015-18.

### **3 Proposals for Change 2015 - Report of the Review of Targeted Youth Work**

- 3.1 As reported to Cabinet on the 18 March 2015 Targeted Youth Work is one of the key components of Youth Support Services, alongside the Connexions Service, Youth Justice Service, Targeted Youth Support and related partnerships (statutory and non-statutory). These services form a coherent, integrated service for young people aged 9 to 19 (up to 25 for those with learning difficulties and disabilities).
- 3.2 Targeted Youth Work in Walsall provides a range of targeted social education opportunities for young people via youth work delivered in a variety of settings including centre based work, detached youth work, mobile provision, residential and project work. This work is targeted at reducing youth related anti-social behaviour, encouraging healthy lifestyles, sound decision making and supporting successful transitions to adulthood. Key partners include the Police, area partnerships, specialist services for Looked After Children/Transition Leaving Care, Health and schools. The Service has become increasingly targeted in recent years in response to reductions in budgets and has been recognised as successful in responding to anti-social behaviour (ASB).
- 3.3 Targeted Youth Work is currently delivered by Council youth work staff from 11 youth centres and by independent commissioned providers across the borough.
- 3.4 The January review (phase 1 of the complete review and consultation process) forming the basis of these proposals focussed on a 'desktop' approach using already available information on:
- 'what works' based on performance data;
  - customer (young people);
  - stakeholder feedback;
  - service delivery costs; and
  - feedback from corporate budget consultation.
- 3.5 The phase 1, January 2015, review led into a phase 2 consultation process and a phase 3 consultation process which took place post the 18 March Cabinet meeting. A

further consultation has taken place on the two key changes to the commissioned services aspect of Targeted Youth Work, (the resource allocation model and commissioning decision making arrangements) which is reported in section 4 of this report.

3.6 The outcomes from the review were that it should result in a Targeted Youth Work with:

- resources focussed on priority areas of greatest need and priority vulnerable groups, using an agreed resource allocation model (see **Appendix A**);
- the most effective and efficient service within the agreed financial envelope and related timescale;
- a significant reduction in the number of Youth Support Service buildings focussing the service on local independent commissioned service delivery buildings, but retaining the flagship Myplace provision (See **Appendices B and C**);
- a more central role for the local independent commissioned services in delivering targeted youth work;
- a more creative and flexible service;
- the effective use of mobile provision, supported by 3 'hopper' vehicles which would be retained, and continue to be made available for use by the whole service (the Cyberbus would continue to be available subject to support from the Police and continued funding, as would the Council service's current fleet of 3 mini-buses);
- the right balance of the more costly, targeted provision delivered by professionally qualified youth work staff and the less costly provision of mainly part-time and unqualified staff as is the case with all current independent commissioned sector service delivery;
- a new staffing structure for direct Council provision which focuses on the more specialist areas (e.g. prevention of anti-social behaviour and support for community cohesion), targeted and vulnerable groups (e.g. young carers) and specialist roles (e.g. lead professional) and capacity building (see **Appendix F** of this report); and
- young people continuing to be central to shaping service delivery and inspecting service quality.

## 4 Consultations on the Proposals

4.1 A consultation process was implemented following Cabinet on 18 March. It ran from 19 March to 26 May 2015 and focussed upon the outcomes of the review (see para 3.6 of this report) and the proposals previously reported to Cabinet. The consultation invited responses to the following key areas:

- use/value of centre based provision;
- use/value of mobile delivery of youth services;
- the proportions of independent commissioned sector and Council delivered provision;
- priority groups and areas; and
- the proposed focus of Council resources on anti-social behaviour and community cohesion, in areas of high deprivation.

4.2 The consultation, conducted through face-to-face meetings and questionnaires, set out to:

- engage as wide a range of young people, especially from protected groups, as possible, including –
  - Young people attending all Council youth centres, during regular sessions of youth provision (this includes Aldridge Manor House, Allen's Centre Blackwood, Darlaston, Mossley, Myplace, Pelsall, Proffitt Street, Rosehill, St Giles)
  - Young people attending independent commissioned providers' centres; and
  - Young people who attend specific groups;
    - Youth Support Service Reference Group;
    - Safeguarding Involvement Team;
    - Council 4 Kids;
    - Youth of Walsall;
    - Young Carers; and
    - Young people with learning difficulties.
- ensure a broad spectrum of partners and stakeholders are invited to contribute:
  - Partners were contacted through area partnership meetings which took place during May 2015 and included representatives from:
    - Police;
    - Health;
    - Walsall Housing Group/Walsall Association of Tenant Management Organisations/other social housing providers
    - National Association for the Care and Resettlement of Offenders
    - Community representatives;
    - Social Care, Environmental Health Anti Social Behaviour Team, Victim Support;
    - Fire Service, Town Centre Manager, Specialist services; and
    - independent commissioned providers (who were consulted at their monthly meeting).
  - Secondary and Special schools who were invited to attend a special meeting (no-one attended);
  - The general public were made aware through libraries and community venues;
  - Wider independent commissioned sector organisations were able to respond through questionnaires made available through Walsall Voluntary Action
  - Ward Councillors were invited to contribute.
- enable feedback to be collated to inform Cabinet

Performance Management officers are satisfied that the consultation process has been comprehensive and inclusive and that various options and proposals have been considered in line with the statutory duty to consult. The recommendations made meet the Council's legal duty in so far as reasonably practicable under the Education Act 1996.

#### 4.3 The key messages from this consultation are shown in the table below, with a response:

<b>Key message from Partners and stakeholders, (based on 9 responses*)</b>	<b>Response</b>
Closure of centres: Respondents generally felt that young people need somewhere to go and do structured activities	The commissioned providers will continue to deliver services from centres, and will be given the opportunity to express interest in the Council centres released if the proposals are agreed.
<b>Key message from Partners and stakeholders, (based on 9 responses*)</b>	<b>Response</b>
Effect of closure and overall reductions: A general view that anti-social behaviour by young people may rise	Both the Council services and the commissioned providers will focus on targeting services in areas of the borough and on young people identified as most at risk of anti-social behaviour to mitigate against any potential rise in Anti Social Behaviour
Focus of Council services on detached work:  There was support for the continuation of detached youth work which was felt to have a significant impact on the behaviour of young people, both by the Council and commissioned providers	The Council service will be predominantly detached in nature, and where possible, commissioned providers will supplement this aspect of the service.
Alternative ways of working: Respondents felt that partnership working should continue to be a feature of how youth work is delivered and was a key to maintaining access to the service for young people	The split of the resources between commissioned providers and Council services, along with the proposal to ensure that service specifications and planned responses reflect community needs will be based on close and complimentary working with partners
<b>Key messages from Young People (897 responses**)</b>	<b>Responses</b>
Closure of Council centres:  Young people who used the service generally felt that anti-social behaviour would rise and young people would have nowhere to go. Others were less concerned as they had other places to go	Both the Council services and the commissioned providers will focus on targeting services in areas of the borough and on young people identified as most at risk of anti-social behaviour to mitigate against any potential rise in Anti Social Behaviour
Detached youth work:  A large number of young people were undecided, while some felt it was valuable and others thought it only met the needs of 'bad kids' and therefore was of no interest to them	The Council service will be predominantly detached in nature, and where possible, commissioned providers will supplement this aspect of the service. The overall reduction in resources will diminish the ability of the service to respond as quickly to incidents of youth related Anti Social Behaviour.
Alternative approaches	The proposals look to ensure that

There was a wide range of suggestions for alternative ways of saving money or delivering the service, including reducing wages, limiting the number of centres, finding ways to generate income, perhaps by charging and look to work more closely with schools	partnership working is effective in meeting young people's needs and to generating income through traded services where possible
<b>Key messages from Young People (897 responses**)</b>	<b>Responses</b>
<p>Youth Support Service Reference Group of Young People comments:</p> <p>The Reference Group members expressed concern at the risk of Anti-social behaviour rising as a result of the proposals, called for more equitable balance between independent and Council provision and investment in partnership working.</p>	<p>The proposals acknowledge the importance and value of continued and developing partnership working.</p> <p>The proposals are designed to ensure that both Council and independent commissioned providers focus on identified targeted groups of vulnerable young people, on measure to respond to the risk of anti-social behaviour as well as contributing to the wider Prevent agenda.</p>

\* responses from the 9 stakeholders included: 3 members of the public, Beechdale Housing Group, Caldmore/Accord Housing Group, Council Community Safety Team, 2 from Library Services and 1 from an independent sector provider

\*\* of the 897 young people responding, 63% had not used a youth club, while 35% had, and 70% had not used detached provision, while 24% had.

4.4 The Youth Support Service Young People's Reference Group, consisting of 15 active participants, provided feedback on the consultation related to these proposals, which took into account their involvement in the earlier corporate consultation exercise. They noted that they felt their response to the previous consultation had not appeared to impact on the proposals agreed at Council in February and reiterated their views that closing centres and reducing the number of youth workers would risk poorer outcomes for young people.

4.5 A further, focussed consultation has been undertaken regarding the decision making arrangements and the factors to be taken into account when allocating funding for commissioned services (see **Appendix H** paragraph 2.2.1). In summary this consultation, which took place between August and October, established:

4.5.1 Decision making arrangements:

- 21 of the 25 respondents selected option 1 (locally shaped and corporately commissioned) as the best solution for Walsall
- Option 2 (delegated to Councillor led Area Panels), was selected by 3 of the 25 respondents

- Of the young people groups, from Youth of Walsall, United Kingdom Youth Parliament members and looked after children and young people, 12 selected option 1 and 3 selected option 2.

#### 4.5.2 Resource Allocation Model:

- 13 of the 25 respondents selected Option C (20% of the budget divided equally between all wards, with another 25% according to ward population and 55% according to locally identified needs)
- 7 of the 25 respondents selected Option B (50% of the budget divided equally between all wards, with another 15% according to ward population and 35% according to locally identified needs)
- 3 of the 25 respondents selected Option A (75% of the budget divided equally between all wards, with another 12.5% according to ward population and 12.5% according to locally identified needs)
- Young people were evenly split between options B and C, with no support for option A.

A more detailed analysis of this phase of consultation is given in **Appendix H** of this report, along with young people's views.

4.6 The Education and Children's Services Overview and Scrutiny Committee has established a Task and Finish Group to look at and comment on the proposals. At the Scrutiny Committee's meeting on 8 September, it was agreed to recommend to Cabinet that:

- Area Partnerships should determine which of the decision making options they wished to use
- Option B from the funding models should be agreed.

4.7 The Willenhall and Short Heath Area Panel has also provided a response to the consultation at its meeting on 8<sup>th</sup> October and Members fed back:

- concern at the inclusion of youth ASB in the 'Need' criteria given the vagaries in reporting
- concern at how the transitional arrangements would be managed leading up to implementation on 1<sup>st</sup> April 2016 of the new arrangements.
- A recommendation that Area Partners/Panels to each be able to decide which local decision making option to use in the allocation of resources to commissioned providers.

## 5 Targeted Youth Work – Partnership, Integration and Equalities

5.1 Both commissioned and Council elements of Targeted Youth Work operate in an environment of partnership working and integration which is recognised as essential to continuity of service, and to strengthening and developing provision in the future.

5.2 Council Targeted Youth Work staff also provide an integrated offer to young people being supported by Targeted Youth Support and Youth Justice Service colleagues,



and to the Early Help offer by providing tailored positive activities for specific young people whilst also continuing to undertake the lead professional role.

- 5.3 There are also activities designed in partnership specifically to meet the needs of specialist groups, such as young people from the Lesbian, Gay, Bi-sexual and Transgender community, Looked After children, young people at risk of Child Sexual Exploitation, those with Learning Difficulties and Disabilities, young carers and teenage parents, which focus on personal development, confidence building, self esteem and life skills. Council youth workers also contribute to personal development programmes with and for young people in schools, particularly with young people demonstrating challenging behaviour and for young people at risk of, or who have been, excluded. These activities often involve practical/active outdoor sessions aimed at health and fitness, Duke of Edinburgh style practical challenges and team building.
- 5.4 The new arrangements will provide an opportunity to continue to strengthen this integration and partnership working through focussed activities supporting, for example, Early Help and the Troubled Families agenda, and schools, and with a focus on a traded services approach.

## **6 Proposed Over-Arching Service Delivery Model, Resource Allocation Models & Local Commissioning Decision Making Arrangements**

- 6.1 The over arching delivery model proposals are based on the outcomes of the consultation, outcomes of the review described earlier and the following underpinning assumptions:

- the whole service (direct delivery and independent providers) would continue to support the 9-19 (25) age group and will work with older young people to engage them in helping to meet the needs of the younger age group, through, for example, the development of junior leaders;
- commissioned providers would be contracted to deliver centre based and evening provision
- Council services would focus on specialist provision which supports the most vulnerable groups (including the lead professional role), the mobile 'hoppers' and detached youth work that focuses on reducing youth related Anti-Social Behaviour (ASB) and promoting community cohesion
- quality standards and performance will continue to underpin decisions about where best value is achieved and
- the statutory duty to provide sufficient leisure activities and facilities to meet the needs of qualifying young people in the Borough is met.

- 6.2 **Appendix A** attached details 3 options with financial figures for allocation resources (Resource allocation Model) across the Borough

Option A	Distribution by ward 75% and 25% by need and youth population (9-19)
Option B	Distribution by ward 50% and 50% by youth population and need (30% youth population, 70% by need)
Option C	Distribution by ward 20% and 80% by youth population and need (30% youth population, 70% by need)

- 6.3 Local Commissioning Decision-Making arrangements

That £533,000 (60%) of the available resources for 2016-17 may be allocated to services commissioned from independent providers. (The level of allocations for future years will be subject to prevailing budget conditions). The proposal is for future commissioned provision to be allocated on a locality basis by a new mechanism which sees greater involvement of partners, ward councillors, and stakeholders including young people determining the provision at local level.

#### **6.4 Locally Shaped and Corporately Commissioned**

6.4.1. This would strengthen the localisation of the process with the Youth Support Services leading the work with locality colleagues including elected members to establish an area based commissioning model, in line with Council strategic arrangements, drawing on the experience and expertise of local partners, elected members, providers and young people as key decision makers. This option would include:

- a 'core' Walsall specification
- a unique additional element of the specification, informed by locality priorities and local partners. Respondents would need to demonstrate:
  - an understanding of the wards in the area being commissioned for
  - an understanding of the needs of young people and the community in that area
  - evidence of the ability to respond and succeed in responding to these identified needs.
- separate but 'joined-up' partner-led commissioning arrangements, with young people integral as decision makers, and
- Youth Support Services, alongside corporate procurement, leading the single, joined-up process in localities , including overall oversight of contract management, reporting, payments, quality assurance and support.

6.4.2 This proposal has the benefits of:

- Mitigating the risk of not adhering to corporate processes
- Consistent decision making
- Efficient and effective contract management and quality assurance
- Borough-wide coherence – with a bespoke youth work offer relevant to localities
- Consistent approach to contracting and securing of value for money.

The effectiveness of the agreed commissioning arrangements will be reviewed within 6 months of the awarding of contracts. This is by the end of September 2016.

6.5 The proposal would benefit from exploring how social value can be addressed at the point of tender in order to ensure a focus on local need within the local area. It is important to factor such things in at the point of design and also to provide some high level information given the public interest that such issues usually generate.

6.6 The information may include an outline of pre-market engagement activity (such as a proposed workshop for possible bidders) that will be used to support and enable market readiness to tender and positive action statements regarding the fact that social value and localism will be addressed at the point of tender, in order to ensure a focus on local need within the local area. This needs to be carefully managed to ensure that there is no inadvertent discrimination against any suppliers in the tender process.

## 7. Over-Arching Service Delivery Proposal

- 7.1 £355,000 has been allotted for Council Targeted Youth Work services. In addition to the direct delivery of youth work, this will include the continuation and enhancement of the role of young people and professionally qualified staff in contract management, service support and development across the whole Targeted Youth Work offer. It also includes wider contract management responsibilities within Youth Support Services for specialist provision for vulnerable groups such as those relating to the services' response to Child Sexual Exploitation, the needs of young carers and the teenage pregnancy strategy responsibilities. This has been taken into account in developing the proposed delivery model for Council services and will inform the specifications for commissioned services.
- 7.2. The new arrangements proposed by the Task and Finish Group provide a more prominent role for independent sector providers and significantly increased targeting for the Council service. The delivery model at **Appendix F** focuses on changes to the Council service.
- 7.3 The proposals assume that the only building that will remain the responsibility of the Council service will be Myplace and that, where appropriate and possible, arrangements will be made with commissioned providers or other partners and stakeholders where a building is required for service delivery (see **Appendix D** for the list of services currently offered and section 13 of this report for further information regarding premises).
- 7.4 The proposed Targeted Youth Work Council delivery model anticipates that all professionally qualified staff would contribute to front line delivery, including those with leadership and management responsibilities and support to Myplace. (**Appendix E** shows the structure at January 2015 and **Appendix F** shows the proposed structure from April 2016). The model retains a core focused on anti-social behaviour and community cohesion, while supporting the Early Help and Troubled Families agendas, capacity building and the locality approach to service delivery. It includes supporting and growing a role for volunteers, including young people, with commissioned providers. It is supported by strong commissioning, service quality and inspection functions, which involve young people directly, and which would operate across both Council and commissioned services.
- 7.5 The need for targeted and challenging youth work has not diminished. Consideration will need to be given in the specifications for services from 1 April 2016 for commissioned providers to take on work with young people that is currently provided by the Council. Given that the Council will be ceasing to carry out these activities on its own behalf and they may instead be carried out by the commissioned providers, there could be implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 and the EU Directive 2003/23/TUPE. The implications would be for those current Council employees who are wholly or mainly assigned to the Targeted Youth Work activities who may be eligible to transfer to the commissioned providers.

## 8. Resource/Funding Allocation Model

- 8.1 The resource/funding allocation model used for the current round of commissioned services, which concludes on 31 March 2016, resulted in differentiated levels of funding being applied areas across the Borough, utilising deprivation levels as an indicator of need.
- 8.2 The outcomes of the review of Targeted Youth Work concluded that services which remained after the budget reductions should be targeted at vulnerable young people across the borough, while seeking to ensure that **all** young people had potential access to youth work.
- 8.3 Both the Director of Children's Services and Lead Member for Children's Services have a duty to address the needs of all children and young people including the "**most disadvantaged and vulnerable**". (Department for Education Statutory Guidance 2013.)
- 8.3.1 The requirements to meet the needs of the most disadvantaged and vulnerable as stated above is also reflected in the statutory guidance on services and activities to improve young people's well being. (Department for Education June 2012 – see **Appendix I** of this report) This states "it is .... the Local Authority's duty to secure ... equality of access to ... preventative services and the early help they need".
- 8.3.2 The above guidance also states that it is the "Local Authority's" duty to understand the needs of local young people particularly the needs of the most disadvantaged and vulnerable and to take full account of equality and diversity issues.... and to determine the mix of provision to meet local needs.
- 8.4 All of the 3 options below contain a level (differentiated between each option) of weighting based on need (as distinct from deprivation as previously) assessed against the levels of teenage conception, youth crime, incidences of youth related anti-social behaviour and numbers of young people not in education, employment or training. And each option sits alongside intensively targeted and focussed direct Council delivery.
- 8.5 The resource allocation model options include:
- |          |   |
|----------|---|
| Option A | Distribution by ward 75% and 25% by need and youth population (9-19) (50%/50%)                    |
| Option B | Distribution by ward 50% and 50% by youth population and need (30% youth population, 70% by need) |
| Option C | Distribution by ward 20% and 80% by youth population and need (30% youth population, 70% by need) |

The effects of each of these options on the distribution of resources is reflected in the table attached in **Appendix A** of this report.

- 8.6 Advice from procurement and legal colleagues indicate that:
- 8.6.1 Further consideration and advice is needed regarding the equality impact and consultation requirements of the proposed changes.

8.6.2 The resource allocation model will need to be clearly specified at the point of tender, in order to satisfy transparency regarding the services that are subject to tender and the terms under which a contract will operate including the potential for annual variation. This potential presents risks to suppliers, which may limit interest in the contract opportunity.

The potential risks and benefits of each of the options is analysed below:

Option	Potential Risks	Potential Benefits
<b>Option A</b> - Distribution by ward 75% and 25% by need and youth population (9-19) (split 50%/50%)	<ul style="list-style-type: none"> <li>• Reduced ability to respond to variations in identified demand or need</li> <li>• Some provision spread thinly</li> <li>• Possible adverse reaction to allocation changes in particular in two of the Area Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Recognises some levels of need and demand</li> <li>• Supports geographical coverage across Walsall</li> <li>• Ensures a ward focus</li> <li>• Supports local and ward decision-making processes</li> </ul>
<b>Option B</b> - Distribution by ward 50% and 50% by youth population and need (30% youth population, 70% by need)	<ul style="list-style-type: none"> <li>• Possible adverse reaction to changes in resource allocation across 6 areas</li> <li>• May mitigate against geographical spread of delivery</li> <li>• A reduced ward focus for delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Greater impact on corporate priorities, particularly as regards vulnerable groups</li> <li>• Transparent formula takes account of both volume demand, need and geographical spread</li> </ul>
<b>Option C</b> - Distribution by ward 20% and 80% by youth population and need (30% youth population, 70% by need)	<ul style="list-style-type: none"> <li>• May mitigate against geographical spread of delivery</li> <li>• A reduced ward focus for delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Greater impact on corporate priorities, particularly as regards vulnerable groups</li> <li>• Reduces degree of variation from current allocations in all bar 1 partnership area</li> <li>• Improved balance of resource across the borough in response to need</li> </ul>

## 9. Council Priorities

9.1 Targeted Youth Work makes an important contribution across all of the Council's priorities, in particular:

- Improving health and well being, including independence for older people and the protection of vulnerable people
- Improving safeguarding, learning and the life chances for children and young people, raising aspirations

9.2 The services impact on young people's health, learning, and well-being outcomes. They are currently all targeted to help reduce inequalities for young people as they prepare to become young adults. They contribute to a breadth of directorate, corporate and partnership priorities, with a focus on principally preventative measures aimed at:

- Reducing youth related anti-social behaviour;
- Reducing the numbers of young people not in education, employment or training; and
- Promoting positive behaviours, achievement and the voice of children and young people.

9.3 The Counter Terrorism and Security Act 2015 from 1 July 2015 imposes a legal duty on each local authority to evidence its approach to countering the threat of individuals been drawn into terrorism.

Many of the young people that get involved in the wider extremist narratives are not in education and are disengaged from mainstream activities. Locally, youth provision has made an important contribution to this agenda.

9.4 The service has always supported a wide range of vulnerable groups of young people and proposes to continue to focus on the following:

- Looked After Children /Transition & Leaving Care (Care leavers);
- Young offenders/and those at risk of offending;
- Young people not in education, employment or training and those at risk of not being in education, employment or training;
- Those at risk of youth related anti social behaviour;
- Young people with learning difficulties and disabilities;
- Teenage mums and those at risk of pregnancy; and
- Those at risk of becoming Children in Need, on child protection plans or becoming looked after.

## **10 Risk Management**

10.1 The proposals will have an impact on how the Council deliver the statutory requirement for Targeted Youth Work. The main areas for risk management are:

- Ensuring that vulnerable young people in the protected groups remain the highest priority;
- Reduced health related interventions, leading to a potential increased demand on health related services and potential increased health inequality (impacts on successful transition to adulthood)
- Ensuring continuity of quality services to young people through engagement and needs assessment;
- Minimising the risk of a negative impact on the Council's reputation;
- Ensuring that the processes related to managing the reductions in staffing are properly followed;
- Managing the process of reducing the number of buildings;
- Ensuring young people and stakeholders are properly aware of the changes and play a role in determining the best use of remaining resources available;
- TUPE complexity;

- Ensuring quality provision from commissioned providers through contract management arrangements; and
- The statutory duty to provide sufficient leisure activities and facilities to meet the needs of qualifying young people in the borough.

#### 10.2 These risks will be managed through:

- Careful, needs based service delivery planning;
- Focused project management work, including the development of key risk registers;
- Close work with Public Health colleagues to up-skill Council managed and independently commissioned services workforce to deliver public health outcomes focusing on prevention as well as intervention, and develop a 'you're welcome' style health and wellbeing offer and young people's health peer educator/mentoring scheme;
- Appropriate communications and consultations, with affected parties, in particular following the Council's procedures for TUPE, and working closely with legal, finance and procurement colleagues;
- An engagement plan, aimed at ensuring young people and their parents/carers are informed of the changes and have a opportunities to contribute to discussions about their implementation;
- Robust legal and human resources advice on TUPE impact; and
- Robust contract management, costed to support the involvement of young people in the related inspection and quality assurance processes.

### 11. Financial Implications

- 11.1 Cabinet approved the budget reductions for the period 2015-2017 to reduce the financial resources available for Targeted Youth Work from £1.96 million to £888,000, a reduction of £1.072m. The original review required that the new arrangements and therefore the savings, should be implemented by September 2015. The budget for the service at 1 April 2015 was £1.47 million, with an anticipated saving of £532,000. Steps were taken in the run up to 2015/16 to begin achieving the required savings by reductions in posts and other savings, which amounted to £375,000, with plans made to achieve the full saving in line with the September implementation and produce a one-off budget surplus. To allow time for consideration of the further consultation it is now proposed to implement the full savings from the end of March 2016. Changing the implementation date, has absorbed the one-off budget surplus the service would have delivered for 2015/16, and has resulted in a budget pressure of £157,000 for 2015/16 due to the delays in implementation. The full year effect of required savings will be delivered from 2016/17.
- 11.2 When Myplace opened in 2012 it was agreed that £300,000 should be set aside in reserve to cover its running costs, while efforts were made to secure income to support the centre. There has been some success, which has resulted in an anticipated £69,000 of the reserve being unspent at the end of the financial year 2014-15, the final year of the original arrangement. It is proposed to support these proposals by spreading the remaining unspent reserve allocated to Myplace over the financial period 2015-2018. This will leave a budget pressure of circa £30,000 in 2018-19. It is proposed to mitigate this by continuing to strengthen income generation, through lettings and including a suite of traded services offers, and reviewing the holiday programme, reducing staffing costs and securing alternative sources of funding for aspects of the programme.

- 11.3 The agreement that £533,000 of the resources available for Targeted Youth Work should be allocated to independent commissioned services for the final year of a three year commissioned period results in the contract values for 2015-2016 remaining as they were for 2014-2015, and a decision has been taken not to seek to vary individual provider contract values for the 2015-2016, avoiding the risk of a need to re-tender any contracts.
- 11.4 Prior to the expiry of the current contracts on 31 March 2016, a new procurement process is required and needs to commence immediately. Time will need to be allowed for contract mobilisation (for example if a current contractor is not successful in their tender, time will be required to transfer the service, and potentially TUPE staff, to the new contractor who may also need to find new premises). Given the timing of any decisions, It will not be possible to award contracts by December 2015 for services starting in April 2016. Transitional contracts will be needed to maintain services. The specification process would reflect the need for locality working, be underpinned by appropriate consultation and the use of the agreed resource allocation model, performance and costs data.

## **12. Legal Implications**

- 12.1 The Council has a statutory duty underpinning both Council and commissioned Targeted Youth Work as follows:

The 2006 Education and Inspection Act (Section 507B) gave local education authorities in England a duty to “so far as reasonably practicable, secure for qualifying young persons in the authority’s area access to:

- a. sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and
- b. sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.”

The above requirements of the Education and Inspection Act 2006 are further detailed in Statutory Guidance issued by the Secretary of State for Education (Guidance for services and activities to improve young people’s well being – See **Appendix I**)

- 12.2 Statutory Guidance in 2013, sets out the statutory duty for the Director of Children’s Services (DCS) and the Lead Member (LMCS):

- 12.2.1 The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers (page 5)”

- 12.2.2 “The LMCS is responsible for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed. In doing so, the LMCS will work closely with other local partners to improve the outcomes and well-being of children and young people. The LMCS should have regard to the United Nations Convention on the Rights of the Child and ensure that children and young people are involved in the development and delivery of local services. Page 6”



- 12.3 All relevant procurement procedures will be followed as regards to both the de-commissioning or commissioning of new or existing functions as required. In particular new Public Contract Regulations 2015 became effective on 26 February 2015. The new 2015 Regulations no longer differentiate between Part A / Part B services and now apply to the procurement of health and social care services. This means that where the Council want to enter into a contract for health or social care services above the threshold of £625,050, there is a requirement to comply with Public Contract Regulations 2015. However it is anticipated that the Contract for Youth Support Services will fall within the provisions of the new “light touch” regime (Regulations 74-76). The following limited obligations will therefore apply to the award of these contracts:
- a contract notice must be published or a prior information notice used as a call for competition (the circumstances for doing so are prescribed)
  - the award procedure must comply with principles of equal treatment and transparency
  - the contract must be awarded in line with the advertised procedure
  - time limits must be reasonable and proportionate.
- 12.4 The effect of the implementation of the review on the Council’s ability to meet the statutory requirement will be monitored.
- 12.5 There is also a duty to consult, which has been taken into account in developing these proposals. Relevant case law established that the authority must “take steps to ascertain the views of the qualifying young person in its area in relation to matters identified” and “secure that such views were taken into account” in passing any resolution.
- 12.6 Given that the Council may be ceasing to carry out some activities on its own behalf and they may instead be carried out by commissioned providers, or newly commissioned providers, then the Transfer of Undertakings (Protection of Employment) Regulations 2006, as amended, may apply. Council employees currently carrying out the activities that will be eligible to transfer to commissioned providers, may do so, or employees of current commissioned providers might be eligible to transfer to any newly appointed providers, following the procurement process. The Council will have obligations to discharge during any transfer process.
- 12.7 In the event that the proposed Council staffing structure is reduced (as set out in 15.1 below), the Council is under a duty to follow collective redundancy information and consultation processes in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992.

### **13. Property Implications**

- 13.1 The implementation of the review proposals will impact upon property requirements within Targeted Youth Work. Appendices B and C show the principal delivery venues for Targeted Youth Work before and after April 2016.
- 13.2 The Council owned youth centres are under review by the Development and Delivery team in the Economy and Environment Directorate. The option of making them available for use by independent sector partners under the commissioning arrangements will be considered, and was strongly recommended by the Education

and Children's Services Overview and Scrutiny Committee, Task and Finish Group, where they fit with the needs determined by the resource allocation model. However it is likely that the majority will be surplus to Targeted Youth Work requirements.

13.3 Where use by independent sector partners is considered it is recommended that condition surveys are commissioned so that maintenance/investment requirements over the five years from the point of agreement are clear and so that this knowledge informs the terms of any lease/occupation agreements.

13.4 Likely options for the surplus centres are as follows:

<b>Centre</b>	<b>Likely option</b>	<b>Comment</b>
Aldridge Manor House	Sale	Property already agreed for disposal under the Smarter Workplaces programme agreed by Cabinet in April 2011
Allen's Centre - Caretakers House	Lease	Potential interest from Age UK
Blackwood Youth Club	Retain pending a review of options for the site	Modular building nearing end of useful life.
Mossley Youth Centre	Lease	Potential interest from Mossley Big Local
Pelsall Youth Centre, (owned by the Diocese)	hand back to owners	This building adjoins Pelsall Local History Centre, managed by Manor Farm Community Association
Pleck Youth Centre	Sale	Modular building is nearing end of useful life, unsuitable for alternative use
Proffitt St Youth Centre	Sale	A converted pair of semi-detached houses that could be returned to residential use
Rosehill	Retain	Currently in use for sessional childcare (2 year olds), expansion of this use is proposed
St Giles Youth Centre	Retain	Potential lease to a commissioned provider of Targeted Youth Work

13.5 In the short term, only essential repairs and maintenance required to keep the centres open until 31<sup>st</sup> March 2016 will be carried out. After that date the surplus centres will be decommissioned and secured against unauthorised entry.

13.6 The Council also rents a property owned by Diocese of Lichfield, managed by Darlaston Boys Club, from which services will also cease and the lease relinquished.

## **14. Health and Wellbeing Implications**

14.1 The proposals in this report have implications for two of the Council's core priority objectives:

- enabling all children, young people and adults to maximise their capabilities and have control over their lives; and
- creating and developing healthy and sustainable communities.

14.2 Some concerns have been expressed by Public Health colleagues, who identify a potential increased risk of health inequalities as the number of young people without the confidence, resilience or opportunities to make positive choices will be affected by a significant reduction in professionally trained youth workers to deliver health related interventions and the loss of Council managed buildings, which could reduce the range of health related interventions available.

The reduction could lead to increased demand on specialist services such as teenage pregnancy service, sexual health services, substance misuse services, and risk of health inequalities and poor health outcomes for those young people transitioning into adulthood.

There is a concern that the changes would have a negative impact on wider health determinants such as employability, youth offending, young people with special educational needs and disabilities. Colleagues have offered to review existing public health outcomes and internally commissioned services for young people, contribute public health intelligence to the evidence base and needs assessment required for planning of youth support services and increase integrated and partnership work.

14.3 The Marmot Review, while focusing on health inequalities, makes it clear that educational attainment, employment status, social networks and support are social determinants of health.

14.4 Targeted Youth Work contributes to economic, social and personal well-being and is focused on supporting young people in scope to develop the skills, knowledge and understanding they need to lead healthy and fulfilling lives and contribute effectively to their community.

14.5 The action plans for mitigating the effects of the proposals in the report acknowledge the need for innovative ways of working and the benefit of working in close partnership and in localities with a wide range of partner agencies and stakeholders to ensure that the impact of the changes on the Council's core objectives are mitigated and minimised. These might include:

- up skilling of Council managed and independently commissioned services workforce to deliver public health outcomes focusing on prevention as well as intervention
- developing a 'you're welcome' style health and wellbeing offer for young people
- support with the re-design of service specifications for independently commissioned youth provision
- focusing on mobile/detached outreach to vulnerable young people whose experience is that health services are 'hard to reach'
- developing young people's health peer educator/mentoring scheme.

## 15. Staffing Implications

- 15.1 The proposed staffing structure for Council delivery would result in a reduction in the numbers of staff employed in the Council service. It is proposed that the current 32.4 full time equivalent posts would be reduced to 7.6 full time equivalent posts, all of whom would contribute to direct service delivery and resulting in the loss of 16 full and 38 part-time staff (see **Appendices E and F**).
- 15.2 The process of change management, including the appropriate wide ranging consultation would need to commence as soon as any proposals are agreed. Trade unions have been kept up to date with the progress in this area from the outset, including via Children's Services Joint Negotiation and Consultation Committee and the bespoke Youth Support Services Sub-Joint Negotiation and Consultation Committee meetings, and are aware of the potential impact on staff. Staff will, ahead of any compulsory redundancies, be given the opportunity to apply for voluntary redundancies to mitigate compulsory redundancies. Redeployment will also be offered where possible to mitigate compulsory redundancies.

As well as the posts within the restructure itself, some vacancies within the Targeted Youth Support area have been held back from advertising. These have been ring-fenced to the affected staff to maximise opportunities for those with suitable qualifications and experience. However, due to the difference in the roles, assimilation will not apply and employees will be competitively interviewed for these particular roles. This process will be conducted separately from the restructure selection process.

- 15.3 Should the allocations of activities to commissioned providers change significantly, then Council employees engaged in those activities may have TUPE rights subject to conditions being satisfied under the TUPE regulations, which would need to be borne in mind. The decision on whether TUPE will apply is dependent on what activities the commissioned providers decide to undertake. In addition to this, the number of providers, including as it does a number of community associations, may result in a wide fragmentation of the existing service activities which may mean that TUPE will not apply. This happens where the contract activities are divided between two or more providers and it is not possible to identify which provider takes the greatest part of the activities transferring.

## 16. Equality Implications

- 16.1 Equality impact assessments (EqIAs) have been completed for these proposals. These have identified that protected groups may be affected, especially if need/deprivation factors are not taken into account in allocating resources.
- 16.2 Action plans will be drawn up to mitigate the effects of these proposals, particularly in respect of protected groups. These include:
- working in partnership with other providers such as schools and independent sector organisations to maximise the impact of resources;
  - signposting young people to alternative provision where it exists; and
  - maximising opportunities to identify and agree matched or other sources of income to maintain provision.

16.3 The related EqIA has been reviewed and updated and is included at **Appendix J** to this report.

## **17. Consultation**

17.1 Initial and further consultation has taken place which is set out in detail at section 4 of this report.

17.2 Further consultation will be required as outlined in this report.

## **Background Papers**

Youth Support Services Cabinet Report 4th February 2015

Youth Support Services Cabinet Report 18<sup>th</sup> March 2015

Appendices to this report:

- A Targeted Youth Work – Resources Allocation Model options by Ward and Area Partnership
- B Buildings currently used for the delivery of targeted youth work (as at February 2015)
- C Buildings proposed for the delivery of targeted youth work from April 2016
- D List of targeted youth work services by provider, location and type
- E Council Targeted Youth Work delivery staffing structure as at January 2015
- F Proposed Council Targeted Youth Work delivery staffing structure as at April 2016
- G Summary of Targeted Youth Work consultation conducted in response to the decision made at the 18 March Cabinet, and in response to changes to the proposals.
- H Summary of Targeted Youth Work consultation conducted between August and October 2015 in relation to proposals regarding the independent commissioned services
- I Statutory Guidance 2012, 2013 and 2015
- J Equality Impact Assessment.

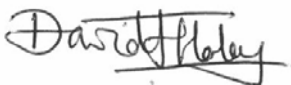
## **Author**

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David Haley  
Executive Director

16 October 2015



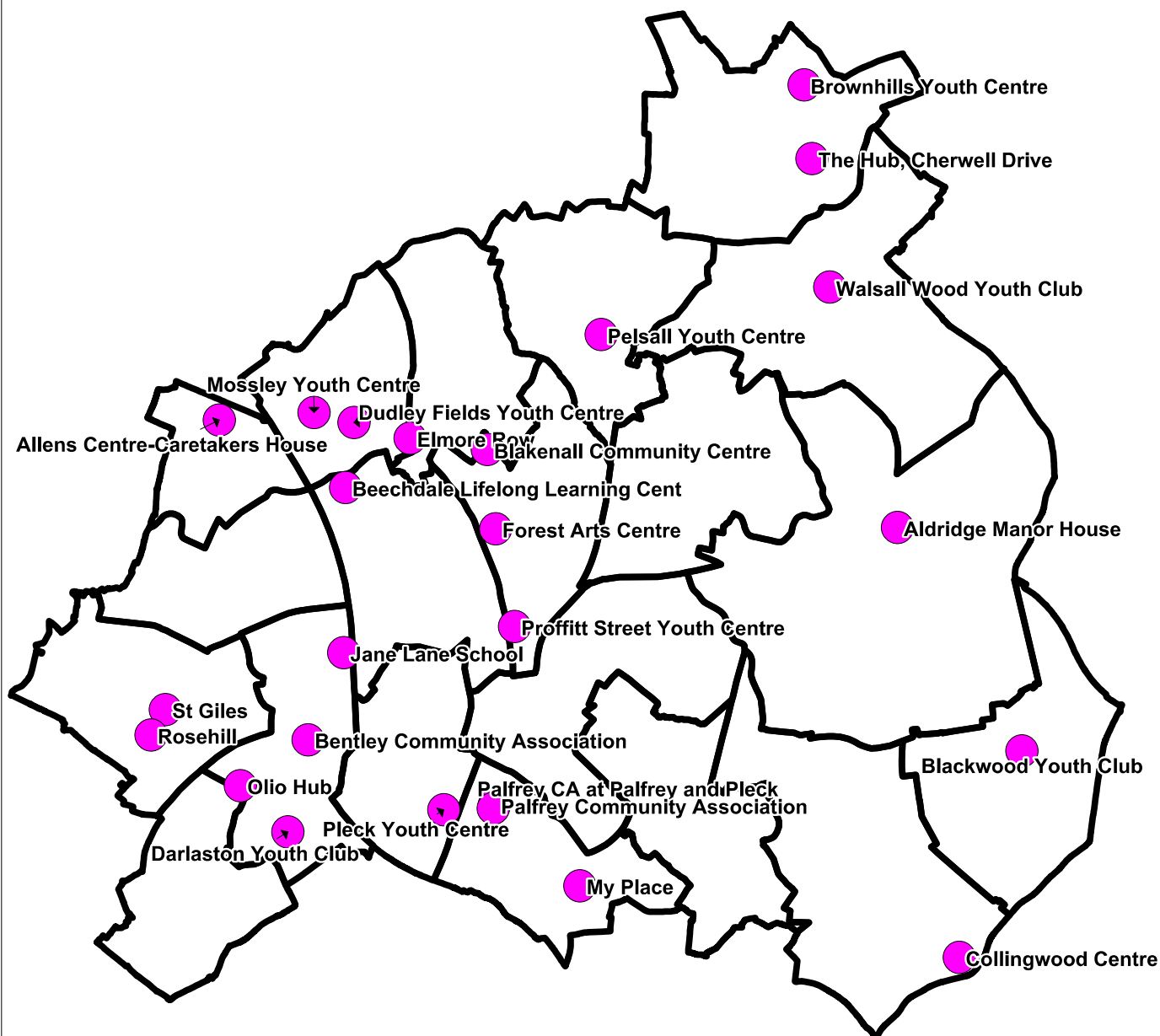
Councillor Towe  
Portfolio holder

16 October 2015

## Appendix A Resource Allocation Model options:

Area Partnership	Option A	Option B	Option C
	Distribution £400,000 by Ward (75%) / £133K (25%) by need and youth population (50% by Youth population and 50% by need)	Distribution £267k by Ward (50%) / £266k (50%) by youth population and need (30% by youth population and 70% by need)	Distribution £107k by Ward (20%) / £426k (80%) by youth population and need (30% by youth population and 70% by need)
1: Brownhills / Pelsall / Rushall / Shelfield Wards	14.43% (£60,000 + £16,909)	13.86%	13.17%
Total Allocation	£76,909	£73,868	£70,209
Average £ spent per youth population (3080 9-19 year olds across 3 wards)	£24.97	£23.98	£22.80
2: Aldridge North & Walsall Wood / Aldridge South / Pheasey Park Farm / Streetly Wards	18.44% (£80,000 + £18,270)	16.87%	14.99%
Total Allocation	£98,270	£89,940	£79,919
Average £ spent per youth population (4467 9-19 year olds across 4 wards)	£22.00	£20.13	£17.89
3: Bloxwich East / Bloxwich West / Blakenall / Birchills – Leamore Wards	21.72% (£80,000 + £35,767)	23.44%	25.51%
Total Allocation	£115,767	£124,933	£135,961
Average £ spent per youth population (5048 9-19 year olds across 4 wards)	£22.93	£24.75	£26.93
4: Paddock / Palfrey / Pleck / St. Matthew's Wards	20.21% (£80,000 + £27,739)	20.43%	20.68%
Total Allocation	£107,739	£108,879	£110,248
Average £ spent per youth population (5829 9-19 year olds across 4 wards)	£18.48	£18.68	£18.91
5: Bentley and Darlaston North & Darlaston South Wards	10.37% (£40,000 + £15,265)	10.74%	11.18%
Total Allocation	£55,265	£57,230	£59,594
Average £ spent per youth population (2696 9-19 year olds across 2 wards)	£20.50	£21.23	£22.10
6: Short Heath / Willenhall North & Willenhall South Wards	14.83% (£60,000 + £19,051)	14.66%	14.46%
Total Allocation	£79,051	£78,152	£77,070
Average £ spent per youth population (3443 9-19 year olds over 3 wards)	£22.96	£22.70	£22.38
	£533,001	£533,001	£533,001

Appendix B:  
Buildings currently used for delivery of targeted youth work (Oct 2015)



Appendix C:  
Buildings for the delivery of targeted youth work from 1st April 2016





## Appendix D

Youth Support Services  
List of services/providers/delivery/locations

**Targeted Youth Work as at 1<sup>st</sup> September 2015**

- **Commissioned provision (until 31 March 2016)**
- **Local authority directly delivered**

## Area Partnership One

Pelsall, Rushall, Sheffield, Brownhills

Area and Ward	Venue	Service Description	Days	Times
Pelsall	Pelsall Youth Centre	Youth provision 13-19 yrs of age	Monday	6.00pm – 9.00pm
	Pelsall Youth Centre	Junior Club 11 - 14 yrs  Senior Club 14-19 yrs	Wednesday  Friday	5.30pm - 8.30pm  5.30pm - 8.30pm
	Pelsall Youth Centre	Junior Club 8-12 yr	Thursdays	6.00pm – 9.00pm
	Pelsall Youth Centre	Alternative Education Programme, commissioned provision for 13-16 yr olds from Sheffield Academy	Tuesday/ Thursday	9.30am -12.30pm
Brownhills – Lead provider NACRO Services (includes Targeted Youth Support work and contribution to AFST)	The Hub, Cherwell Drive	Hopper & Detached Provision - Junior 9-12 yrs  Senior 13-19 yrs	Monday  Wednesday	4.00pm – 6.00pm  6.00pm - 10.00pm
Brownhills - Lead provider NACRO Services, sub contracted to Brownhills CA	Brownhills Youth Centre The Activity Centre Brownhills	Youth Provision for 13-19 yrs of age	Monday, Wednesday, Thursday	6.00pm – 9.00pm
	The Hub, Cherwell Drive	Hopper & Detached Provision – Senior 13-19 yrs	Monday  Wednesday	6.00pm – 10.00pm  4.00pm – 6.00pm
Rushall/ Sheffield	Sheffield High Heath	Hopper & Detached Provision– Junior/Senior 9-19 yrs	Friday	6.00pm -10.00pm
ASB Reponses	Detached Provision	Hopper & Detached Provision – Junior/Senior 9-19 yrs	Thursday	6.00pm -10.00pm
	ST Francis of Assisi CTC  Aldridge School	Duke of Edinburgh Award, 14 to 19 years	Various days	
	Shire Oak Academy  Sheffield Academy	Duke of Edinburgh Award, 14 to 19 years	Various days	

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Area Partnership Two  
Walsall Wood, Aldridge, Streetly and Pheasey

Area and Ward	Venue	Service Description	Days	Times
Aldridge North	Aldridge Manor House,	Senior Provision 13-19 yrs	Monday Tuesday	6.45pm - 9.15pm
		Junior Provision 9-12 yrs	Tuesday	5.00pm – 6.45pm
Streetly	Blackwood Youth Club,	Senior Provision 13-19 yrs	Tuesday & Thursday	6.45pm - 9.15pm
Streetly - Lead provider NACRO Services	Blackwood Youth Club,	Junior Provision	Wednesday	4.00pm – 6.00pm
		Senior Provision 13-19 yrs	Wednesday	6.00pm – 9.00pm
Pheasey Park Farm – Lead provider NACRO Services sub contracted to Collinwood CA	Collingwood Centre	Provision Senior 13 to 19 yrs	Wednesday/ Thursday	6.00pm – 9.00pm
Walsall Wood - Lead provider NACRO Services sub contracted to Brownhills CA	Walsall Wood Youth Club,	Senior Provision 13-19 yrs	Monday to Wednesday	6.00pm – 9.00pm
Streetly	Blackwood and Streetly	Hopper & Detached Provision 8 to 25 yrs	Monday or Friday	6.00pm – 9.00pm
Aldridge North, Walsall Wood	Shire Oak and Walsall Wood	Hopper & Detached Provision 8 to 25 yrs	Tuesday or Friday	6.00pm – 9.00pm
Pheasey Park Farm	Pheasey & Collingwood	Hopper & Detached Provision 8 to 25 yrs	Wednesday or Friday	6.00pm – 9.00pm
Aldridge Nth	Redhouse and Walsall Wood	Hopper & Detached Provision Senior/Junior 8-25 yrs	Thursday/ Friday	6.00pm – 9.00pm
Walsall Wood, Aldridge, Pheasey, Streetly	Walsall Wood, Aldridge, Pheasey, Streetly	Motor Projects - Day time provision 12-16 yrs	Tuesday/ Thursday	10.00am – 1.00pm
Barr Beacon Area	20 <sup>th</sup> Beacon Explorer Group	Duke of Edinburgh 14 to 19 years	Various days	
Streetly	Streetly CA	Duke of Edinburgh 14 to 19 years	Various days	

## Appendix D

Youth Support Services  
List of services/providers/delivery/locations

## Area Partnership Three

Bloxwich, Blakenall, Birchills, Leamore

Area and Ward	Venue	Service Description	Days	Times
Bloxwich West	Mossley Youth Centre	Mossley Project night – Senior Provision 13-19 yrs	Monday	5.30pm – 8.00pm
		Junior Provision 8-12 yrs	Wednesday	4.30pm – 7.00pm
		Outreach – Mixed group	Thursday	5.30pm – 8.00pm
			Saturday	12.00pm – 3.00pm
		LDD Provision	Wednesday	6.45pm - 9.15pm
Blakenall	Proffitt St Youth Centre	13-19 years Senior	Monday	5.00pm – 8.00pm
		Breakfast Club 13-19 yrs	Tuesday	7.00pm – 9.00am
		TLC 13-19 yrs	Thursday	2.00pm – 4.00pm
		Ladyz night 13-19 yrs	Thursday	5.15pm - 8.15pm
	Coalpool	Detached project/Hopper Senior/Junior	Wednesday	6.00pm – 9.00pm
Birchills and Leamore	Birchills	Detached Project/Hopper Senior/Junior	Thursdays	6.00pm – 9.00pm
Birchills and Leamore/Beechdale	Leamore/Beechdale	Detached Project/Hopper Senior/Junior	Friday	3.00pm – 6.00pm
Bloxwich Lead provider Frank F Harrison CA	Beechdale Lifelong Learning Centre	Open mixed youth provision Junior & senior 13-19 yrs	Tuesday & Wednesday	5.30pm – 8.15pm
		Open mixed youth provision 10 - 19 yrs of age	Saturday	10.15am - 12.45pm
		Bike Club Mixed group - Track	Saturday	9.00am – 3.00pm
Bloxwich (Budget via FFHCA as above)	Dudley Fields Youth Centre	Open mixed youth provision Junior & senior 13-19 yrs	Wednesday	5.45pm – 8.15pm
Bloxwich – Lead provider Bloxwich community Partnership	Electric Palace	Senior Youth Club	Tuesday	5.45pm - 8.45pm
		13 - 19 yrs old	Friday	6.00pm - 8.30pm
Blakenall	Blakenall Community Centre	Senior Youth Club	Wednesday	6.00pm - 8.30pm
		13-19 yrs old	Thursday	6.00pm - 8.30pm
	Blakenall Community Centre	Junior & Senior Youth Club 10-19 yrs old	Saturday	6.00pm - 8.30pm

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Bloxwich	Bloxwich Library Theatre	Youth Open Mic Sessions	Friday monthly	6.00pm - 8.30pm
Blakenall	Blakenall Row Area	Outreach work Daytime provision	Monday to Wednesday & Friday	5.45pm - 8.45pm 2.45pm-5.45pm
Blakenall	Blakenall Community Centre	Holiday Provision	Various	
Blakenall – Lead provider Bloxwich Community Partnership sub contracted to Forest CA	Forest Arts Centre	Musical Theatre Rock & Pop Academy Theatre	Wednesday	5.15pm – 7.15pm 6.00pm – 9.00pm
Bloxwich/Beechdale Area	Mirus Academy Walsall Academy	Duke of Edinburgh 14 to 19 years	Various days	

Area Partnership Four  
St Matthews, Paddock, Palfrey, Pleck

Area and Ward	Venue	Service Description	Days	Times
St Matthews	Queen Mary's High School  Hydesville School	Duke of Edinburgh 14 to 19 years	Various days	
Palfrey	Palfrey CA  E-Act Academy	Duke of Edinburgh 14 to 19 years	Mondays Various	5.30pm – 7.30pm
Palfrey – Lead provider Palfrey CA – Partnership delivery with British Muslim Youth Group	Palfrey CA at Palfrey and Pleck Youth Centre	Open mixed youth provision 11-19     Girls Group youth provision 11-19 years	Tuesday  Thursday  Friday  Saturday  Wednesday	6.00pm – 9.00pm  6.00pm – 9.00pm  6.15pm - 9.15pm  6.15pm - 8.45pm  5.30pm – 8.00pm
NACRO Services	Pleck Youth Club	Senior Session 13-19 years	Tuesday	6.15pm – 9.00pm
Pleck	Palfrey CA at Alumwell/ Gorway	Open mixed youth provision 11-19 years	Saturday (Weekend) Wednesday	2.45pm - 5.15pm 7.00om – 9.00pm
St Mathews, Pleck, Palfrey, Paddock	Myplace	Positive Vibes 9 -12 yrs  CSE project group	Monday  Tuesday	3.15pm - 5.45pm  12.05pm - 3.05pm

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		Respect Group LAC Project 12-19yrs – Junior + Senior	Tuesday	5.15pm - 8.15pm
		Alternate Weeks, School Provision – Senior 13-19 years	Tuesday	5.15pm - 8.15pm
		Healthy Vibes 11 -19 yrs	Wednesday	6.15pm - 8.45pm
		Active Vibes - Senior young people 13-19 years	Thursday	5.00pm - 8.45pm
		Creative Vibes DofE – Senior young people 13-19 years	Friday	3.15pm - 5.45pm
	Myplace	Detached provision 13-19 years	Monday/Tuesday Thursday	6.00pm – 9.00pm
	Gala baths Walsall town Centre	Detached Provision Youth club in Gala Baths including Dance/Gym session £1.00 entry 12-19 yrs	Friday	5.00pm – 9.00pm
Boroughwide	Myplace	Young Women's Group 13-19 yrs LGBT one per month  Urban Freestyle - monthly	Saturdays	6.15pm – 8.45pm
Boroughwide	Myplace	Short Breaks – 1 <sup>st</sup> & 3 <sup>rd</sup> Saturday per month for young people with LDD	Saturdays	9.30am -3.30pm

## Area Partnership Five Bentley, Darlaston North and South

Area and Ward	Venue	Service Description	Days	Times
Bentley Lead provider Old Hall People's Partnership	Bentley CA Youth club	Ultim8 11-19 years	Monday – Term Time only	3.00pm – 6.00pm
		Generic Sessions	Monday	6.30pm – 9.00pm
		Choices junior and senior	Tuesday	4.00 – 9.00pm
		Live Lounge/Dance	Thursday	4.00pm - 9.00pm
		Alternating: Aspirations – Preparation for work/ Project Fashion/Open Mic Night (Leys Hall) 1 monthly	Friday	9.00am – 5.00pm
		First Saturday in every month – Darlaston Jet (Table top Sale)	Saturday	6.00pm – 9.00pm  10-00am – 12.00pm
		Newsround	Wednesday	4.00pm – 9.00pm
	Olio Hub	Freestyle Dance Mixed group/ Music Programme (only operational until November 2014)	Tuesday  Thursday	6.00pm - 7.30pm  6.00pm – 8.30pm
Darlaston	Detached	Detached Provision/Cyberbus – Senior Y.P.	Mon/Tues/Thurs	6.00pm - 9.00pm

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Youth Support Services  
List of services/providers/delivery/locations

	Darlaston YC	Detached - Day time drop in sessions for young people – Open Access	Mon - Fri	10.00am – 4.00pm
	Moxley	Cyber bus Detached Provision Senior Y.P.	Friday	6.00pm – 9.00pm
	Darlaston YC	Young men's group	Monday Tuesday	6.00pm - 8.30pm
		Young women's group	Wednesday Thursday	5.00pm - 7.30pm
		Hijab Project	Sunday	1.00pm – 5.00pm
	Grace Academy	Lunch time Detached/ hopper session	Tuesday	12.00pm – 2.00pm
	Grace Academy	Alternative Ed Studio 01 Mountain biking 13-19 yrs	Wednesday	1.00pm – 3.00pm
Bentley	Jane Lane School,	LDD Provision 9-24 yrs	Monday/ Tuesday	6.45pm - 9.00pm
Area wide	Grace Academy	Duke of Edinburgh 14 to 19 years	Various days	

Area Partnership Six  
Willenhall North, Short Heath and Willenhall South

Area and Ward	Venue	Service Description	Days	Times
Willenhall Sth	St Giles	Targeted provision - Juniors Senior	Monday/Wednesday	6.15pm - 7.30pm  7.00pm - 8.45pm
Willenhall Sth	Rosehill	Targeted provision - Juniors Senior	Tuesday/Thursday	6.15pm - 7.30pm  7.00pm - 8.45pm
Willenhall	Willenhall E-Act School	Right Track Programme	Friday	9.00am – 12.30pm
Willenhall	Various areas	Detached – Senior Young People	Tuesday	6.00pm - 9.00pm
		Detached – Clinic Box	Wednesday	2.30pm - 4.30pm
		Detached	Wednesday	6.00pm – 9.00pm
Short Heath		Detached	Thursday	6.00pm – 9.00pm
Willenhall Nth	New Invention Area	Detached	Friday	3.00pm – 5.00pm

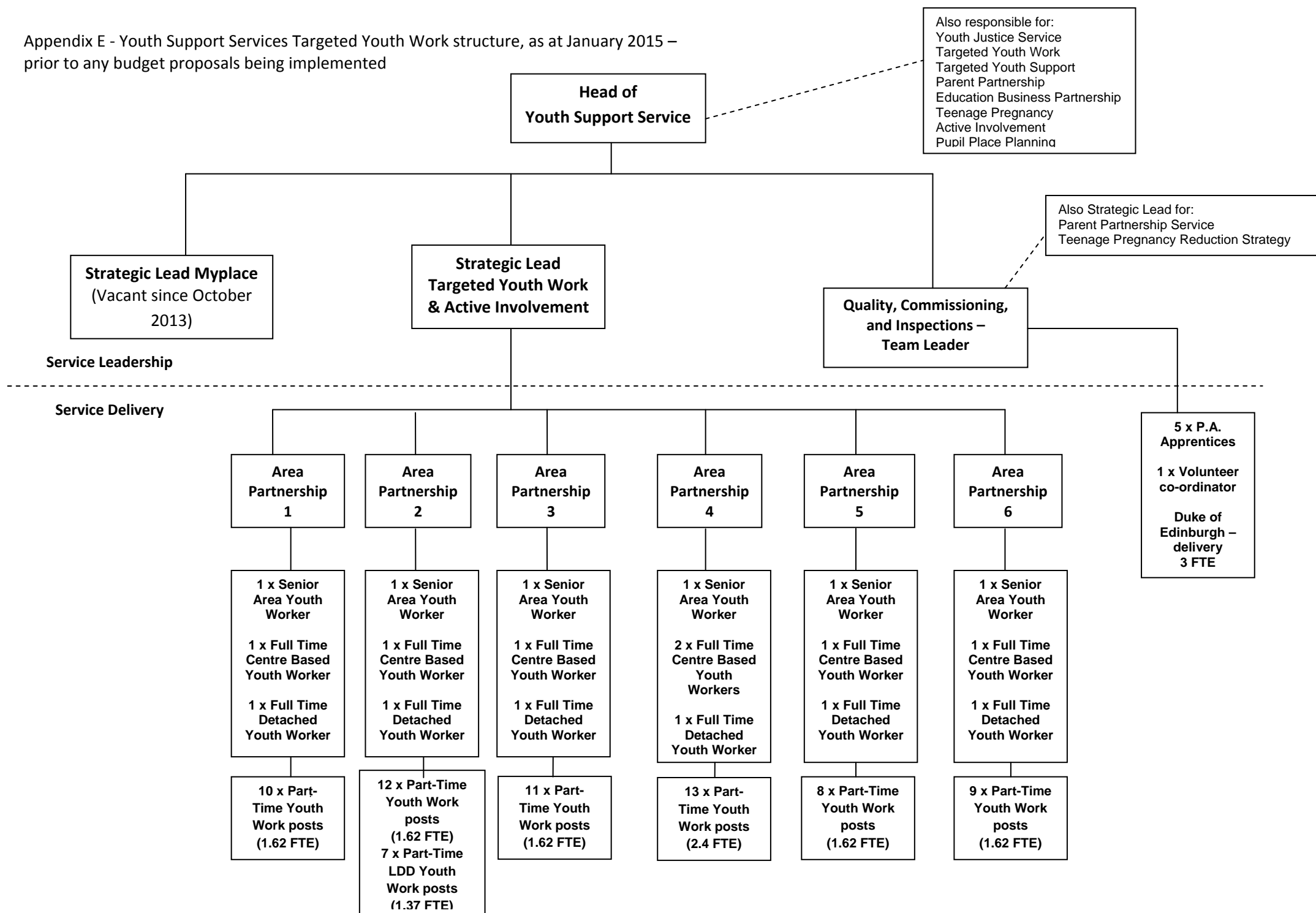
## Appendix D

Youth Support Services  
List of services/providers/delivery/locations

				6.00pm – 9.00pm
Area wide		Detached	Saturday	12.00pm – 3.00pm
Willenhall North - Lead provider Frank F Harrison CA	Coppice Farm	Cyber Bus targeted detached (previously delivered by Pool Hayes Community Association)	Monday	5.00pm – 8.00pm
Frank F Harrison CA –	New Invention/ Coppice Farm/Short Heath	Hopper and Cyberbus detached (previously delivered by Pool Hayes Community Association)	Tuesday/Wednesday /Thursday	5.00pm – 8.00pm

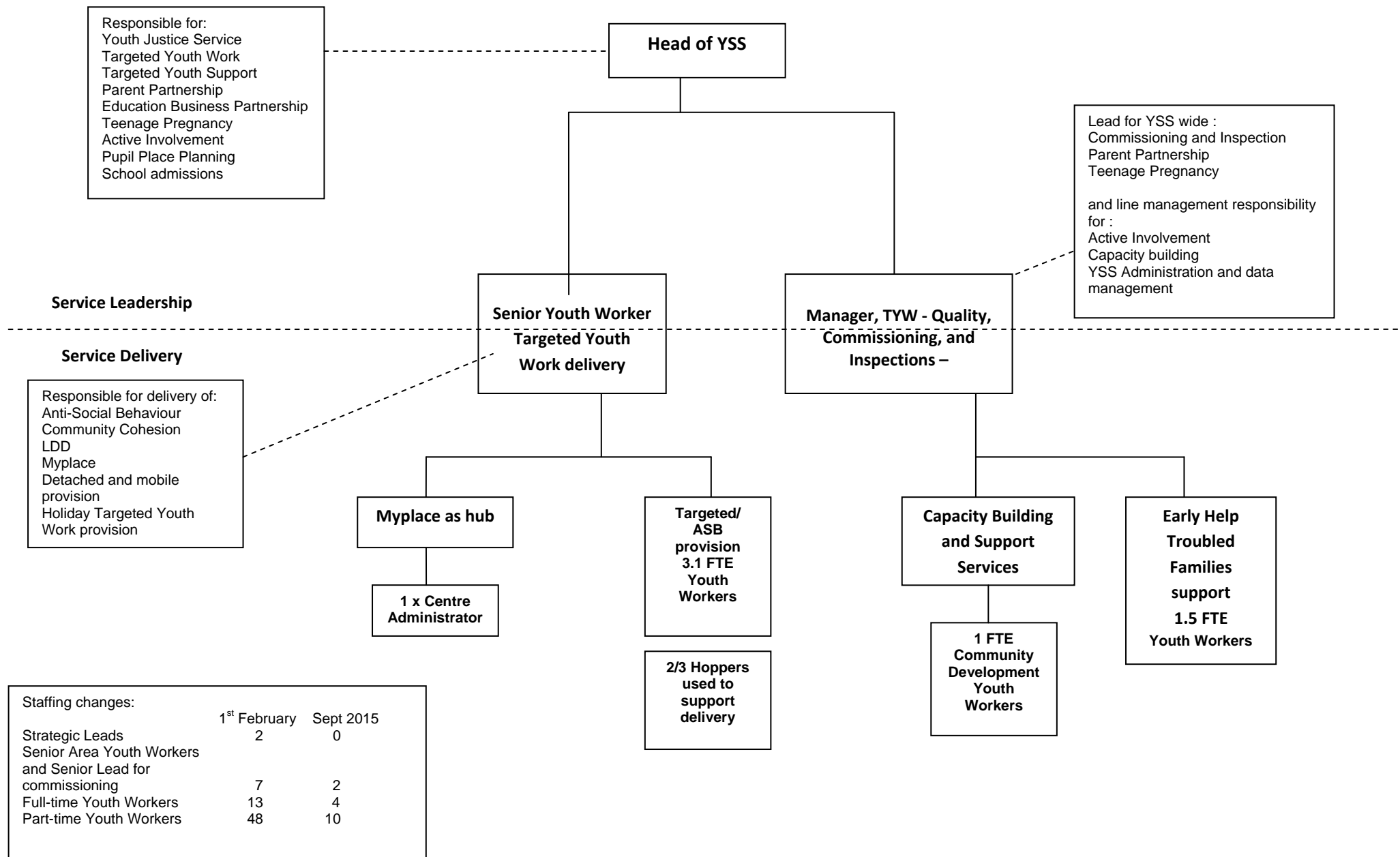
**Alan Michell**  
**Head of Service YSS**  
**18/02/15**

Appendix E - Youth Support Services Targeted Youth Work structure, as at January 2015 – prior to any budget proposals being implemented





## Appendix F Youth Support Services, indicative schematic Targeted Youth Work structure at 1<sup>st</sup> April 2016



## Appendix G

### Summary of Targeted Youth Work Consultation 2015

A wide ranging consultation exercise was undertaken between 19<sup>th</sup> March 2015 and 19<sup>th</sup> May, the details of which are given in the body of the Cabinet report.

This appendix summarises the responses to the key questions and is in 3 parts:

#### Part A: responses from 9 partner organisations

Partners were approached through area partnership meetings, and by YSS staff, and in the case of schools by invitation to a specially organised meeting, which no-one attended.

#### Part B: responses from 897 young people

Young people were approached in schools, and through youth centres, run both Council and commissioned providers. The responses include some vulnerable groups

#### Part C: responses from the Youth Support Services Reference Group

The reference group has continued to meet to support the development of the proposals contained in the Cabinet report

#### Part A; Partner responses – to key questions

(i) Overall how important or not are youth centres to you for young people? Select one only.

Very important = 4                      fairly important = 0      Not important = 0      Not important at all = 1

Why do you say this? Please tell us.

“Young people need a safe place to go to spend time with their friends and other young people away from the family home so they can learn to live independently and safely and have fun learning and maturing at their own pace”

“There is very little for young people to do, the centres give them somewhere to socialise outside school/college together. A structured group can give new ways of learning and aspirations to youngsters who may not be doing so well in formal education/peer groups. It also helps to give the young people something to do so that they do not find themselves in positions where they may be tempted to partake in more negative activities”

“youths need somewhere to go and structured activities”

“young people locally need ownership of a local centre they can utilise when they feel their need”

“dont like attending youth services”

“even more children hanging around streets or taking over park space, occasionally damaging facilities for all”

“it gives young people the opportunity to meet others, develop social skills –give them something to do + keep off streets corners”

“safe place for them to go-good support”

(ii) What impact, if any, would the closure of Council run youth centres have on you and young people?

Please tell us.

“Libraries currently are used as safe meeting places for young people but we are unable to put on activities to young people to keep them engaged & off the streets”  
“members of the public make libraries unsuitable venues for any more than casual meeting places or access to regular library resources and activities closure of youth centres will have a huge impact on young people needing to come into libraries with high expectations and needs”

It will have a negative effect on youngsters and will particularly hit home for those kids who are poorer than others”

“little the voluntary sector provide a better service”

“disturbance and disruption and causing a mess”

Increase in ASB around the area as young people will not have venue to meet”

“young people would become bored easily – possibly lead into drink”

“the impact can only be shown by how many YP use each centre/YP – My centre has an average of 40 YP per night – (we are needed)”

“None”

(iii) What do you think about our proposal to close 10 youth centres?

Like. 0

Not sure. 2

Don't like. 3

How, if at all might proposals to close 10 centres affect you and young people?

Please tell us.

“young people have nowhere to go, more gangs about the streets”

“not much, if no impact due to other provision in the area. The young people we work with do not use Council provision”

“more local young people without purpose

“Don’t Know”

£increase in young people on streets corner potentially anti-social behaviour

How else might the youth service be delivered in your area or do you have any other suggestions for how this saving could be made? Please tell us.

“Yes to target areas with ASB etc but also to provide for these areas who will be losing centre based clubs”

“look into targeting with young people and working agencies i.e Police Fire service

“Don’t Know”

(iv) Our draft proposal includes splitting the youth service budget of £888,000 as follows:

60% to be spent on youth services provided by community and voluntary organisations

40% to be spent on youth services providing directly by the Councils

This would mean the loss of almost 25 Council jobs.

1. Do you agree or disagree that the youth service budget should be split 60% / 40% between the community and voluntary sector and the Council?

Yes 2

No 2

Don’t Know. 3

“I can only speak for the area I work in which is what I base my breakdown on. Community sector can deliver more sustainable provision in this area”

“the council need to be seen to be setting the standard & showing initiative and positive goodwill”

“10 % delivery by the Council

“90 % delivery by the community and voluntary sector











## Part B Young people's responses

### Headlines.




- 897 young people took part in the consultation.
- When asked if they had used a council run youth club / centre in the last 12 months:
  - 314 said yes
  - 565 said no
  - 18 said they were unsure
- When asked if they had used the council run detached youth sessions:
  - 219 said yes
  - 634 said no
  - 44 said they were unsure
- The most common comments are shown below for each question.



### Council run youth clubs / centres sessions

Negative impacts of council run youth sessions (in youth clubs / centres) ceasing to run:

-  Young people will have nowhere to go.
-  Young people won't be able to have new experiences and gain new skills
-  Young people wouldn't have anywhere to go where they feel safe
-  Anti-social behaviour would rise – young people would start things like vandalism, violence, taking drugs, smoking, drinking, youth crime etc
-  Young people wouldn't have anywhere to go where they feel they belong
-  It would affect young people's mental health
-  Young people would have a lack of social opportunities and wouldn't be able to see their friends
-  Young people wouldn't have the benefit of youth worker support which can be really important
-  Young people would be really bored
-  Young people would have to stay at home as their parents wouldn't let them out











Neutral or positive impacts of council run youth sessions (in youth clubs / centres) ceasing to run:

-  It doesn't affect me anyway as I do not attend the youth clubs
-  I do not live close to any of those clubs
-  The young people who go to youth clubs are usually 'bad kids' or 'rough kids' so it's not for me anyway





-  Young people can still go to the park
-  More young people would start coming to non council run youth sessions which would be a good thing.

### **Council run detached youth sessions**

Negative impacts of council run detached youth sessions ceasing to run:

-  Those who don't have access to a youth club won't have any access at all
-  Young people won't have good things to do in the summer and to get out of the bad weather
-  Young people won't be able to get out and talk to people in their community
-  Young people will have less stuff to do and will be bored
-  There will be more anti-social behaviour and young people getting into trouble
-  There will be less young people doing sports
-  Young people will be more isolated
-  Young people won't feel the safety and peace of mind they do now knowing there are youth workers out and about
-  Young people won't have the support of youth workers
-  Young people won't have the chance to have new experiences




Neutral or positive impacts of council run detached youth sessions ceasing to run:

-  There will be less pollution
-  I don't use detached youth sessions
-  I have never seen any detached youth sessions
-  I don't like detached youth sessions as you can't get to know the youth workers properly


We asked young people if it was a good idea or a bad idea that detached youth sessions would focus on reducing anti-social behaviour and community cohesion.

The answers came back relatively balanced:

Those who said it was a good idea:

-  Recognised that those were issues in their areas that needed to be tackled
-  Thought that those shouldn't be the only issues that were focused on
-  Said that the detached teams already did this work, so with less they would be able to do less.

Those who said it was a bad idea:

-  It focuses on 'bad kids' when the rest are getting punished by having their youth clubs taken away.

● Focussing on things when they get bad instead of 6 months earlier

● Community cohesion will never work

A large number were undecided about if it was a good or bad idea.

### **Focusing on vulnerable young people**

● The majority of young people felt that it was a good idea to focus on vulnerable young people and that with less money this was a sensible thing to do.

● A large amount of young people felt that all services should be accessible to all, regardless of the vulnerability of the young person.

● A significant number of young people commented that with all the services young people will be losing, a lot more young people will end up in the vulnerable groups because they didn't have anyone to help them earlier.

Groups that should be focused on as well:

- Migrant and newly arrived young people
- Young people with mental health issues
- Young people who are being bullied
- Young people from black and minority ethnic communities
- Young people whose parents are divorced
- Bereaved young people
- Young people aged 9-13 years
- Young people affected by domestic abuse or violence
- Travellers
- Muslims
- Young people in gangs
- Young people with alcohol or drug problems
- Young offenders
- Young people at risk of offending
- Young people who need advice
- Young people who are targets of racism
- Homeless young people religious groups

### **Other ideas that young people have for saving money**

- Fundraising and sponsorship – this was the most popular suggestion
- Charge a small amount for entry to youth clubs
- Only have one or two central youth clubs
- Get rid of detached services
- Only offer detached services
- Work in a more sustainable way – turn off the lights etc
- Don't spend as much on other services (such as libraries, building houses, cutting down trees, benefits, road repairs)

- Management pay cut
- Lower youth worker wages
- Base youth work in schools
- Sell things you don't need
- Use more volunteers
- Open a skate park and cafe to generate income
- Become a charity
- More money from the government

#### Part C: YSS Young Peoples Reference Group

##### 1. Do you agree with the proposals as set out?

Another pointless consultation.

Minds are already made up.

The work on the Mutual was a 6 months waste

The conference was a waste of money

There was 121 young people – what did they say?

Annoyed with officers

##### 2. Can you suggest anything we could do to lessen the impact of the changes?

Reduce the senior management layers

Nowhere to go

They are not going to put anything in place

Not all young people can afford structured activities

Take from the CA's as you were at the start

Why didn't they go for the Mutual? The loss wouldn't have been so big

##### 3. Do you agree that the focus should be on anti-social behaviour and community harmony?

Anti social Behaviour will rise - no one will listen

Yes it will rise

Targeted ASB will cover their own backs

##### 4. The proposals identify some vulnerable groups of young people for the service to support, are there others you would identify?



Every child matters- there should be a service

5. What sort of support should we provide to these groups of vulnerable young people?

Include as many groups as possible e.g. CSE, safeguarding

- 6 Do you have any other comments or suggestions on how we can get maximum performance and impact from the targeted youth work resources?

Invest in partners

Don't shut all youth clubs

Keep a percentage

Take money off CA's

Balance the money out.

## Appendix H

### Targeted Youth Work Consultation September 2015 - Options for the allocation of funds and decision making process for commissioning independent sector providers

#### 1 Background

1.1 A wide ranging consultation process has been carried out in stages looking at all aspects of the proposed changes, and will conclude on 8<sup>th</sup> October 2015. The current phase of the consultation has invited responses from stakeholders, commissioned providers, area partnerships and young people to the following key areas:

- the Resource/Funding Allocation Model for which there are 3 options for determining the allocation of funding to different parts of Walsall all of which consider a combination of 3 factors; youth population, geographical coverage (wards) and need.
- a new localised decision making process for commissioned provision for which there are two options, which would be based in localities and involve local partners making local decisions.

1.2 The following feedback was gathered via a self completion survey available online and in paper format. The survey sought to understand preferences for the decision making process for commissioning targeted youth work and how to allocate the budget for independent commissioned services across wards in Walsall. The survey was designed to collect the views of key stakeholders involved in services for young people, between August and October and on 22<sup>nd</sup> August a link to the online survey was emailed to 61 key stakeholders identified as having an interest in the consultation.

1.3 The online survey was also available for anyone to complete on the [mywalsall.org/positive](http://mywalsall.org/positive) webpage.

#### 2 Consultation outcome

2.1 By the closing date of 8 October, 25 responses had been received. Due to the low number of responses percentages should be treated with caution as their interpretation can be very misleading.

2.2 Throughout this report all comments made are presented verbatim, grouped and referenced according to respondent type.

##### 2.2.1 Decision making process for commissioning youth services – preferred option

<b>Option one: Locally shaped and corporately commissioned</b>
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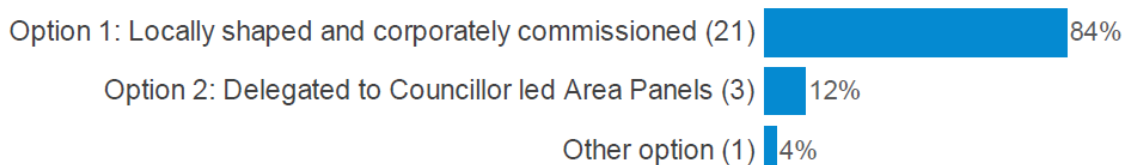
- Youth Support Service, alongside corporate procurement, leading the single, joined-up process (with 6 constituent elements), including overall oversight of contract management, reporting, payments, quality assurance and support etc
- 6 separate but 'joined-up' partner-led commissioning groups, with young people integral as decision makers

### **Option two: Delegated to Councillor led Area Panels**

- This proposal would be a delegation of Executive powers to the Area Panels and as such it amounts to a variation of the role, remit and powers of a Full Council Committee
- 6 separate Councillor led decision making bodies, the Area Panels

**2.2.2 The majority of respondents (21 out of 25) think that Option One: locally shaped, corporately commissioned is the best solution for Walsall.** Three felt that Option Two: Delegated to Councillor led Area Panels was best.

**Which option (outlined above) do you think is the best solution for Walsall? Select ONE only.**



There was little support for option 2: delegated to Councillor led Area Panels (3 people). One respondent offered an alternative option, saying:

*"Locally shaped but governed by the area partnerships/committees, making local councillors and area managers directly responsible and accountable. Member of the Walsall Youth Parliament could also be drafted onto area committees" [Member of the public]*

### **2.2.3 The reasons why respondents think option one is the best solution for Walsall included:**

*"It needs to either be thematic commissioned or needs led regarding engagement with young people and the challenges they face. If owned by local elected members the risk of political gain or political criticism maybe at the forefront of decision making." [Community / voluntary sector]*

*"It can be decided on the needs of each of the areas locally by people who know what is going on" [Community / voluntary sector]*

*"The voice of local young people sees to be represented more clearly in the first option, with the quality and outcome elements covered in a more structured way. Area panel decision making can be challenging, in terms of timing and obtaining concord across the group. As reductions in services begin to hit even harder, there may be uncertainty about the council's ability to maintain the current area partnership delivery model AND ensure the panels therein are sufficiently supported."* [Police / Probation / Council ASB Team]

*"The area partnership model lead by area managers is a very effective delivery vehicle. Area Managers are well placed to have the overall knowledge and overview required, they are also key re the closed area tasking meetings fed by the detailed area tasking documents, which profiles all ASB on a monthly basis, however it is acknowledged that the future of area partnerships may at some point be changed as part of long term budget cuts"* [Police / Probation / Council ASB Team]

*"Give an opportunity for the third sector to have a more important role in delivering services for young people. There will also be a cost saving overall as often the third sector provides better value for money than local authorities led services."* [Member of the public]

*"Bringing these options to the table to discuss their future, will help all to gain a sensible approach on expenditures, practicalities and the changing way Councils have to operate for the benefit of all."* [Member of the public]

*"Local young people should have a voice about what activities are made available, as ultimately it is they that will benefit."* [Member of the public]

*"More transparent"* [Member of the public]

*"In general bottom up solutions tend to be more effective because a) they can be better targeted b) the local community has more of a sense of ownership"* [Member of the public]

*"Youth support service have the expertise to manage commissioning and deliver youth work in communities as workers are nationally qualified and so know the standards expected and have the connections with local people, agencies and elected members."* [Member of the public]

*"This allows professionals with the correct qualifications in working with young people (JNC) to contribute to the decision making process of how funding is spent and identify the most cost effective way of meeting community needs."* [Youth worker]

*"It needs a single structured management model, having 6 levels of management with different inputs will pull it different directions, this in turn will leave young people and staff in limbo, and in turn will have a negative impact on the lives of the young people"* [Youth worker]

*"A local solution to young people's service provision is an excellent idea as long as a whole approach is taken with young people, wider community, officers and councillors having a voice in the process" [Area Partnership]*

*"It would have more robust evidence based decisions on the services to be procured and would avoid commissioning on the basis of emotive reasoning, who speaks loudest or party politics" [Other council employee]*

*"It will allow for the central/corporate expertise and capacity to be retained and not diluted and lost." [Other council employee]*

*"With corporate commissioning the process will be transparent and fair for all. A structured diverse program can be drawn up to ensure targets are met. Option two lends itself to allow areas to a post code lottery of activity availability" [Education / skills provider]*

*"Youths people need to have high profile influence over what young people want" [Councillor]*

*"Locally agreed resources deal locally with local objectives. Young people have a voice and need to be part of that decision making process." [Other]*

2.2.2.4 Comments in support for option one emphasise the preference for a decision making model that is transparent and maximises the knowledge and expertise of those working in localities with children and young people. Ensuring that decisions are informed by the views of children and young people themselves is also seen as an important element.

## **2.3 The reasons why respondents think option two is the best solution for Walsall included:**

*"Needs local panels and input...not ideal but maybe best of two." [Member of the public]*

*"Local area people should have better knowledge of what is required in the locality" [Community / voluntary sector]*

*"If there was a greater reasonability to a local committee it would make for a better shaped service in its own area rather than borough wide management of services. It would allow for each area to change and develop in line with the changing needs of that area." [Community / voluntary sector]*

## **3 Resource allocation**

3.1 The current allocation of resources to commissioned providers uses a resource allocation model based on deprivation indicators only, and which does not consider in itself youth population or geographical coverage.

- 3.2 All of the 3 options under consideration contain a level (differentiated between each option) of: (a) weighting based on need assessed against the levels of teenage conception, youth crime, incidences of youth related anti-social behaviour and numbers of young people not in education, employment or training, (b) the size of youth population in each partnership area, and (c) a generic allocation to each ward recognising that there are needs in all wards across the borough. This will mean changes in allocations for all area partnerships.

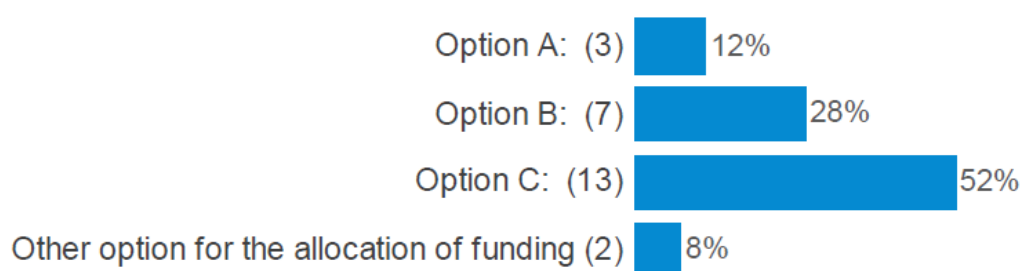
**Option A:** 75% of the budget divided equally between all wards, with another 12.5% allocated according to ward youth population and 12.5% according to locally identified needs

**Option B:** 50% of the budget divided equally between all wards, with another 15% allocated according to ward youth population and 35% according to locally identified needs

**Option C:** 20% of the budget divided equally between all wards, with another 25% allocated according to ward youth population and 55% according to locally identified needs

- 3.3 Respondents were asked which option for the allocation of the targeted youth work budget would be the best solution for Walsall. Just over half of all respondents (13) felt that option C: *20% of the budget divided equally between all wards, with another 25% allocated according to ward youth population and 55% according to locally identified needs* is the best solution for Walsall.

**Which option do you think is the best solution for Walsall? Select ONE only.**



- 3.4 Seven respondents felt option B was best with just three people who opted for option A. Two people offered an alternative option for how resources could be allocated;

*"The best allocation of the commissioning budget would be for the breakdown to be on deprivation rate of the area and the needs of the young people only. Instead of*

*giving areas a percentage of the budget straight away when they do not have the same needs or amount of young people than other areas."* [Community / voluntary sector]

*"The current proposal for allocating funds would see a dramatic decrease in area 3 - funds allocated on need and not on ward"*[Community / voluntary sector]

### **3.5 The reasons why respondents think option C is the best solution for Walsall included:**

*"Not all wards face the same level of challenge - more affluent and youth educational achievement wards can self develop where as more deprived areas face low apparitional challenges; criminality risks (perpetrating and victim); low level educational outcomes; parental support (or lack of)"* [Community / voluntary sector]

*"Would also lead to fairer distribution ."* [Community / voluntary sector]

*"I'm not sure I totally agree with the figures but, as resources reduce, we have to focus what we have on areas where there is greatest need. The impact of not being able to deliver this service has an impact on other service areas i.e. community safety, police etc., so it's important that we are responsive to need and risk."*  
[Police / Probation / Council ASB Team]

*"Our knowledge and continued analytical research tells us that this would benefit the areas where most ASB and deprivation is"* [Police / Probation / Council ASB Team]

*"Needs to be linked with youth population and deprivation."* [Member of the public]

*"Need to target areas of inequality and those areas that have the higher problems"*  
[Member of the public]

*"With a dramatically reduced budget it is important to target resources as effectively as possible,"* [Member of the public]

*"Some areas of deprivation with higher youth populations are in more need of services to offer informal education and life skills, and reduce at risk behaviour from crime and offending."* [Youth Worker]

*"Resources for services should be based on the prevalence of needs they are intended to support - i.e. targeted support. That there is greater need in more deprived areas is strongly evidenced."* [Other council employee]

*"The money should follow the needs of the population to target the services where the need is."* [Other council employee]

*"Emphasis on target key deprived areas. Better off areas have more personal resources to do and find their own. Invest in key hot spots will have best return in*

*reducing ASB and help to prevent young people in these areas going astray"*  
*[Councillor]*

3.6 Most comments in favour of option C reflected the preference for the reduced budget to be carefully targeted and allocated on the basis of need in terms of youth population, ASB and deprivation.

**3.7 The reasons why respondents think option B is the best solution for Walsall included:**

*"This seems the fairest division of funding"* [Area Partnership]

*"Streetly sometimes is a forgotten area, on cleaning up hedgerows, litter, and rancid food stuffs, perhaps if funds were apportioned more equally greater effort may be carried to overcome these problems, and further monies would be made available to support our youths activities and centres."* [Member of the public]

*"There is flexibility to give young people the right amount of youth work whilst having specific funding for out of the box youth work."* [Member of the public]

*"I think this is the best option and could be regularly reviewed to ensure it is the most sustainable depending on changing needs and any emerging themes."* [Member of the public]

*"The money needs to be spent equally and not just on locality, leaving other areas and young people will have a much rather bigger impact in the long term"* [Youth worker]

*"Local objectives address ASB and any other issue surrounding young people and also enable local providers to assist with delivering prevention based activity."*  
[Other]

**3.8 The reasons why respondents think option A is the best solution for Walsall included:**

*"Needs of an area are not easily recognised...all areas have their own problems/strengths. This would give each area an amount to make its own decisions without having to justify special needs..the latter are not always obvious."* [Member of the public]

*"It is fair if my proposal for local governance is taken on board. Local people making local decisions and with every ward given the same starting amount so that there is always some youth provision in every ward"* [Member of the public]

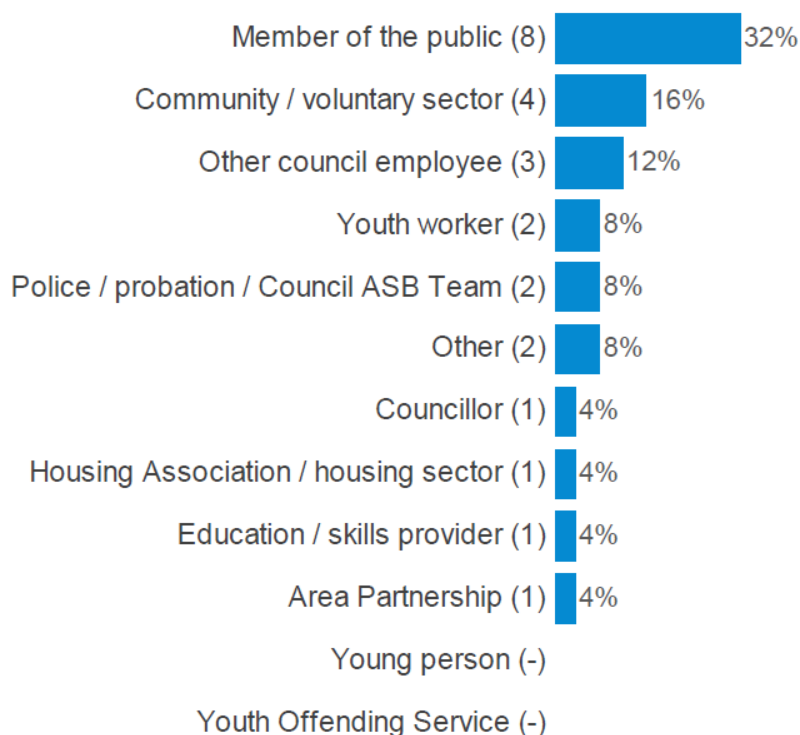
*"Again to offer a corporate strategy for youth engagement. What are ""locally identified needs"" and who will identify these? It's too much of a risk so a streamlined commissioned service would be the best option to spend the funding main resource of 75%"* [Education / skills provider]



## Respondent profile

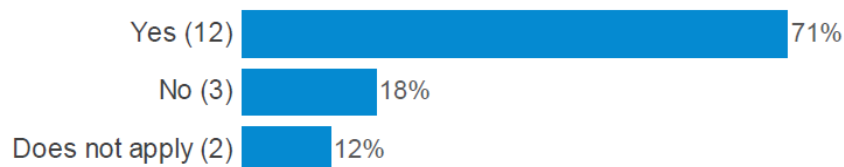
Whilst at least one response was received from each sector, of the 25 responses received, most (8) were from members of the public. Four were from people who worked in the community / voluntary sector and 3 from council employees. Two responses were received from youth workers, police / probation council ASB team.

**In what capacity are you responding to this questionnaire? Tick ONE only.**



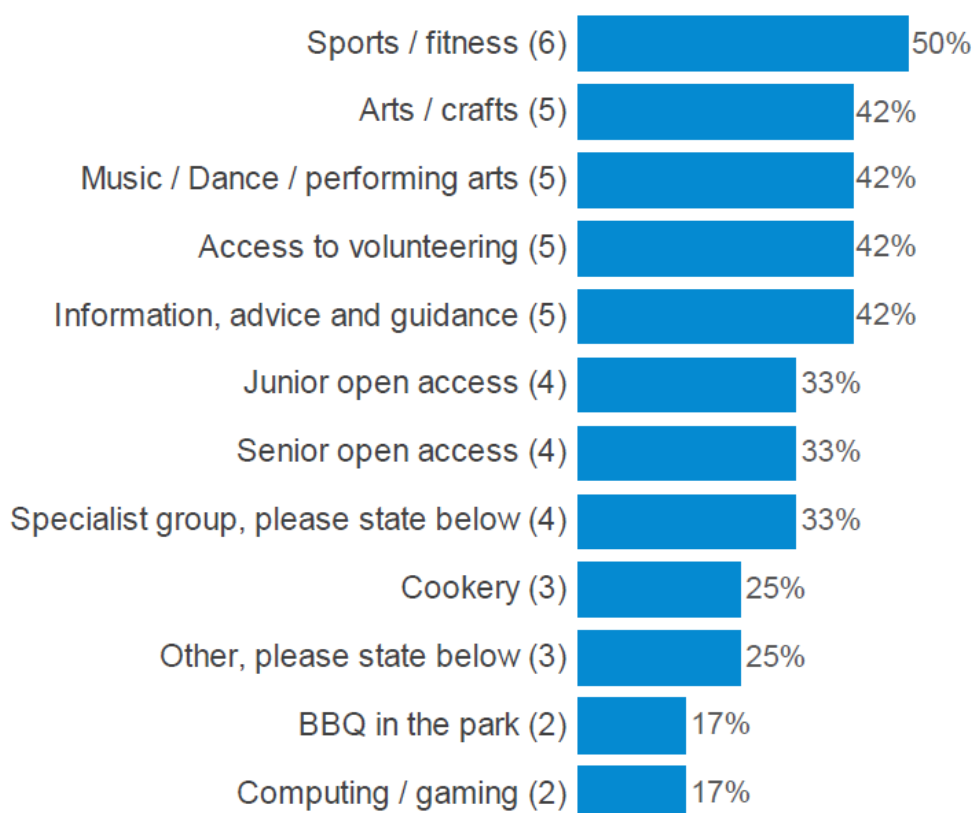
Of those who responded the majority, 12 provide or deliver services directly to children and young people in the borough of Walsall.

**Do you / your organisation provide or deliver services directly to children and young people in the borough of Walsall? Select ONE only.**



Respondents provide a wide range of services and activities to children and young people.

**What sort of youth services / activities do you provide? Select all that apply.**

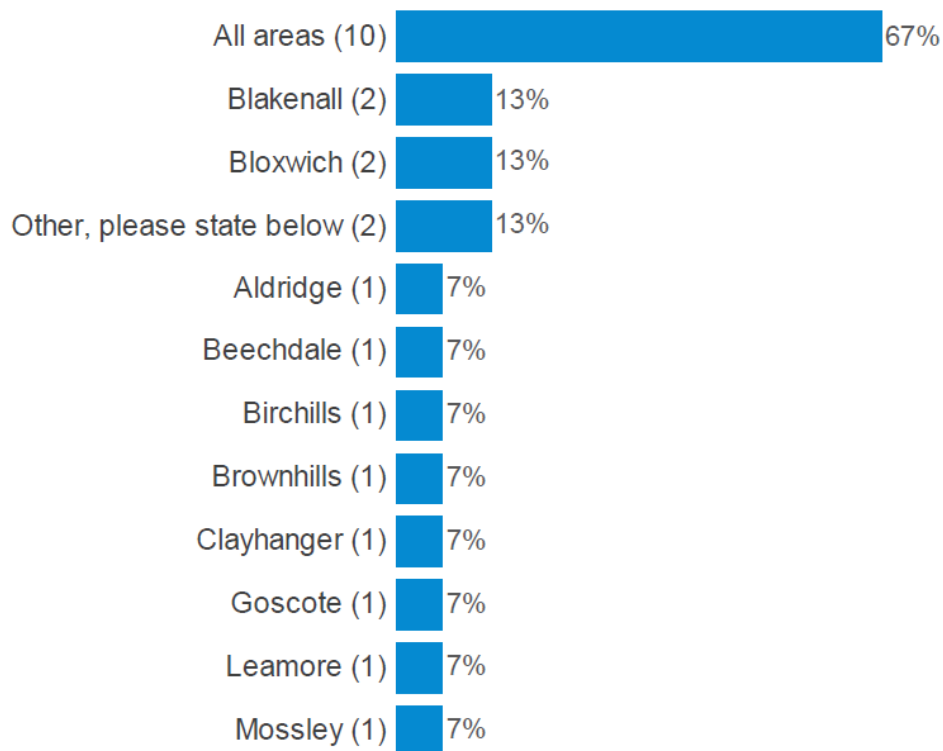


**Specialist services / activities and others included:**

- United Kingdom Youth Parliament, British Youth Council, Council 4 Kids, Safeguard Involvement Team.
- Specialise in Disability access (including life limiting conditions)
- Fire fighting, team building and outdoor activity
- General cohesion opportunities
- ASB Team
- Drugs and alcohol

Most respondents (10) work across all areas of the borough with some who work in certain localities only.

**In what area(s) of the borough do you / your organisation work / operate? Select all that apply.**



Eight of the 25 respondents did not live in the borough.

Author: Anna King, Corporate Consultation Officer

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Date 2 October 2015



### **Budget Consultation Phase 4**

#### **August to October 2015**

This consultation is for the 4<sup>th</sup> phase of the budget consultation and focuses on the method for commissioning and allocating the money that is going to be distributed to the third sector.

This consultation was carried out in a YOW (Youth of Walsall) meeting on 9<sup>th</sup> September with 11 participants and a Council 4 Kids meeting on 21<sup>st</sup> September with 4 participants. (Total of 15)

#### **Consultation Question 1 - The decision making process for the commissioning process**

Option 1	Option 2
<ul style="list-style-type: none"> <li>Youth Support Service, alongside corporate procurement, leading the single, joined-up process (with 6 constituent elements), including overall oversight of contract management, reporting, payments, quality assurance and support etc.</li> <li>6 separate but 'joined-up' partner-led commissioning groups, with young people integral as decision makers</li> </ul>	<ul style="list-style-type: none"> <li>This proposal would be a delegation of Executive powers to the Area Panels and as such it amount to a variation of the role, remit and powers of a Full Council Committee</li> <li>6 separate Councillor led decision making bodies, the Area Panels</li> </ul>

<b>Option 1</b>	<b>12</b>	<b>Any alternatives / other thoughts?</b> <ul style="list-style-type: none"> <li>Young person should be chair of the panel</li> <li>Would have chosen option 2 if it had young people on the panel</li> </ul>
<b>Option 2</b>	<b>3</b>	

#### **Consultation Question 2 - Resource Allocations**

<b>Option A</b> 75% equal amount to each ward 12.5% by youth population 12.5% by need factors		<b>Any alternatives / other thoughts?</b> <ul style="list-style-type: none"> <li>You should look exclusively at the needs and the amount of people who need it (this young person chose not to vote as this would have been his preferred option)</li> </ul>
<b>Option B</b> 50% equal amount to each ward 15% by youth population and 35% by need factors	<b>7</b>	
<b>Option C</b> 20% equal amount to each ward 25% by youth population and 55% by need factors	<b>7</b>	



**Statutory Guidance  
for Local Authorities  
on Services and Activities  
to Improve Young People's Well-being**

This is statutory guidance issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act 2006. It relates to local authorities' duty to secure services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their well-being, as defined in Subsection 13.

## **Rationale and scope of the duty**

1. With the right supportive relationships, strong ambitions and good opportunities all young people can realise their potential and be positive and active members of society. Most get these from and through their families and friends, their school or college and their wider community enabling them to do well and to prepare for adult life. All young people benefit from additional opportunities and support, but some young people and their families, particularly the most disadvantaged and vulnerable, need specific additional and early help to address their challenges and realise their potential.

2. It is therefore local authorities' duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being. This includes youth work and other services and activities that:

a. Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives;

b. offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust;

c. support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination;

d. improve young people's physical and mental health and emotional well-being;

e. help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training; and

f. raise young people's aspirations, build their resilience, and inform their decisions – and thereby reducing teenage pregnancy, risky behaviours such as substance misuse, and involvement in crime and anti-social behaviour.

## **Responsibilities of local authorities**

### *Involving young people*

3. Local authorities must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them, in line with Article 12 of the United Nations Convention on the Rights of the Child (UNCRC). They should establish and maintain structured arrangements for doing so. To inform continuous improvement, these arrangements should enable young people to inspect and report at least annually on the quality and accessibility of provision. As appropriate they should also be involved actively in service design, delivery and governance. Young people should receive the support they need to participate, ensuring representation of the full diversity of local young people, and those who may not otherwise have a voice.

### *Securing access to sufficient services and activities*

4. The Government will not prescribe which services and activities for young people local authorities should fund or deliver or to what level. They should take the strategic lead to work with young people; the voluntary, community and social enterprise sector; health and wellbeing boards; schools and colleges; and agencies including health and police to:

- a. understand the needs of local young people, particularly the needs of the most disadvantaged and vulnerable, taking full account of equality and diversity issues;
- b. enable parents and communities to meet young people's needs wherever possible, and engage businesses and other employers to contribute funding and expertise to help enhance and sustain local provision;
- c. plan how aspirational personal and social development programmes, including National Citizen Service, and youth work and youth workers can contribute to meeting the needs of young people and reduce demand for more specialist services;
- d. determine the mix of open access, targeted, preventative and specialist provision needed to meet local needs, and how to integrate all services around young people;
- e. decide what facilities are needed and how to make these available and accessible, wherever possible maximising the utilisation and potential of all local partners' assets including any Myplace centres and other high quality youth facilities;
- f. determine which services and facilities need public funding and which can be secured through other means so that public funding is targeted primarily on young people at risk of poor outcomes;
- g. determine which services and facilities can be delivered by third parties so that the local authority delivers directly only where it is clearly best placed to do so;
- h. plan how to best support and grow the role of voluntary, community, and faith organisations, including through a transparent commissioning process, given the benefits the sector can bring to work with young people, families and communities;
- i. agree priorities for publically funded services and facilities with local partners and how these can be most effectively and efficiently delivered, including considering with their employees the options for them to set up and transfer into a public service mutual in line with their 'Right to Provide';
- j. ensure providers have the capacity and skills to deliver effective services to young people, by learning from good practice and developing their workforce;
- k. publicise effectively to young people and their families the overall local offer of all services and activities available for young people locally;
- l. put in place actively-managed systems for assuring the quality of local services and driving improvement, including in response to feedback from young people,
- m. publish at least annually details of the feedback young people have given on the quality of the local offer and of how they have influenced local decisions; and
- n. publish at least annually, in a form that enables young people and others to hold them to account, their plans for improving young people's well-being and personal and social development, together with relevant funding and performance data.

5. Local authorities are responsible for securing, so far as is reasonably practicable, a local offer that is sufficient to meet local needs and improve young people's well-being and personal and social development – having regard to the general principles of the UNCRC. They should strive to secure the best possible local offer within available resources, reviewing the sufficiency of the offer if it does not result in positive feedback from young people on the adequacy and quality of local provision and positive trends in



qualitative and quantitative data that are indicative of local young people's well-being and personal and social development.

6. Local authorities should do all that is reasonably practicable to secure a sufficient local offer for young people, including:

- a. acting on all of the considerations in this and other relevant statutory guidance;
- b. benchmarking their approach and performance relative to other similar areas to identify how they might improve impact and cost-effectiveness; and
- c. drawing on available support and challenge to drive continuous improvement in the quality and impact of local services, including from the local authority sector nationally.



## Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Changes to delivery of Targeted Youth Work – budget reduction – service review outcomes		
Directorate	Children's		
Service	Youth Support Services (YSS)		
Responsible Officer	Alan Michell		
EqIA Author	Ian Cruise-Taylor		
Date proposal started	31 <sup>st</sup> January 2015	Proposal commencement date (due or actual)	1 April 2016

1	<b>What is the purpose of the proposal?</b>	<b>Yes / No</b>	<b>New / revision</b>
	Policy	Yes	revision
	Procedure		
	Internal service	Yes	revision
	External Service	Yes	revision
	Other - give details		
2	<b>What are the intended outcomes, reasons for change? (The business case)</b>		
	<p>Corporate Budget reduction proposal. The original proposal submitted to Cabinet on 4<sup>th</sup> February approved a reduction in the budget for Targeted Youth Work by £1.07m over two years (£490k in 15/16 &amp; £580k in 16/17), impacting on both the direct delivery and commissioned services provide to young people. A review of targeted youth work was called for in December 2014, to be completed by the end of January 2105 and implemented in September 2015, combining the two years savings into one process.</p> <p>It was also agreed that of the £888k remaining, 60% would continue to be spent with commissioned providers in 2015-16, leaving £350k for the Council funded service. There will be a commensurate reduction in youth work activity as a result. Council delivery will cease from all centres with the exception of Myplace, and the number of Council posts will reduce from 70 to 16, including both full and part-time.</p> <p>This will reduce the ability to support a range of activities which include:</p> <ul style="list-style-type: none"> <li>• Potential reduction of support to up to 6000 young people, assuming a proportionate reduction related to current funding and current service take-up</li> <li>• Potential reductions of support to disaffected and disengaged young people</li> <li>• Potential increase in youth related crime and anti-social behaviour and an adverse impact on community cohesion and 'Prevent' agenda</li> <li>• Potentially poorer outcomes for young people if there is a reduction in the</li> </ul>		

	<p>range of targeted personal and social development programmes</p> <p>To mitigate these effects the service will:</p> <ul style="list-style-type: none"> <li>• remain targeted on young people in greatest need</li> <li>• operate flexibly in response to changing circumstances in the community</li> <li>• work with other agencies, partners and stakeholders to identify strategies to support young people</li> <li>• ensure commissioned providers services are well targeted, well delivered and have clear outcomes</li> <li>• support third sector providers, through training and capacity building</li> <li>• contribute to the early help offer, through lead professional and targeted positive activities</li> <li>• develop a suite of activities which can be offered as traded services to schools and others.</li> </ul>		
3	<b>Who is the proposal potential likely to affect?</b>		
	<b>People in Walsall</b>	<b>Yes / No</b>	<b>Detail</b>
	All		
	Specific group/s	Y	<b>Young people aged 9-19 (25 for those with disabilities)</b>
	Council employees	Y	<b>YSS staff.</b>
4	<b>Summarise your evidence, engagement and consultation.</b>		
	<p>Evidence from targeted programmes such as those provided during the summer months, and verified by the Police, shows that targeted youth work contributes to reductions in youth related ASB. Youth related ASB has, over a period of 3 years, reduced at a faster rate than all ASB.</p> <p>YSS youth work provision had contact with <b><u>12,133 young people in 2013-14, with over 62,000 attendances at sessions.</u></b> A disproportionate number of these young people are from black and ethnic minority groups, compared to the census data (29% compared to 23%). The service reductions consequent on the budget proposals narrow both the focus of the services work, impacting on vulnerable groups and will narrow its geographical spread particularly disadvantaging some young people who live away from areas of highest deprivation.</p> <p>At a meeting with partners and stakeholders, anecdotal evidence was identified regarding the negative impact of reductions in youth support services in other areas of the country and on youth related anti-social behaviour and youth crime.</p> <p>29% of children and young people under the age of 16 in Walsall continue to live in poverty and it is these disadvantaged young people that traditionally use youth work services. The health and well being of children in Walsall is generally worse than the England average.</p> <p>Residents comment consistently on the importance of 'things to do, places to go' for young people in surveys about what their area needs and their concerns as regards</p>		

youth related anti-social behaviour.

**September:** Over 3000 young people aged 9-19 contributed to the Council's phase one consultation on the budget proposals.

Feedback: 28% of young people that responded listed safeguarding, learning and life chances were top priorities for support. The clear message from 89% of young respondents is that they want to see the YSS supported and did not support the proposals.

One young person said: "children are the future of society. Services in place to enhance this should be protected from any form of cuts"

Another commented: "because i am young i want my life to be better"

A conference organised by the YSS Young People's Reference Group, on the 6<sup>th</sup> November 2014 was attended by 122 young people who evidenced their concerns over the proposals, both for themselves and their younger siblings.

The clear messages from young people at this event were, in their opinion, that closing youth provision could result in increased youth crime and antisocial behaviour and that children and young people could have poorer outcomes including emotional and physical health. In particular they said:

"if there was no youth club we would be on the streets more"

"younger kids might start messing on the streets again – more crime"

Young people were also concerned that reductions in centre based provision might have implications on youth crime and see an increase in anti-social behaviour. Young people stated that having centres to attend means they do not hang out in the streets. Young people also shared that not all young people would or do engage in outreach and detached street based youth work and a centre approach to many was more attractive. Particular groups like Black and Asian Minority Ethnic (BAME) and other groups would potentially suffer if not protected from the budget reductions as a result of services not being able to provide specialist support e.g. gender specific services for LGBT young people.

Staff have ensured that 'protected groups' have been engaged as follows:

**September: Age/race** – young people have been made aware of the budget proposals through schools, youth centres, third sector providers and on-line information.

Comments included: "the budget cuts will affect us because we will have no places to go and nothing to do in evenings and weekends"

"if you close down youth clubs, young people will get influenced by other people to get into things like drugs"

**Disability** – young people in special school provision and those who are members of focused active involvement groups have responded to the survey.

**Sexual orientation and gender re-assignment** – arrangements are being made for the borough's LGBT group of young people to discuss the proposals and respond to the consultation at their next meeting, which has yet to take place.

**Pregnancy and maternity** – the views of young people involved through the teenage pregnancy reduction work were engaged in a consultation workshop. Comments

included: “other young people wouldn’t get the opportunity if Teens and Toddlers’ programme was stopped – this may be the only qualification i get” (this programme is supported by both youth workers and TYS workers, in an integrated approach with the VCS.

#### Feedback

Budget Booklet respondents do not support this proposal 91% (base 236)

The respondent profile includes a fairly even spread by gender; 53% Males, 47% females and with 74% (123) aged under 25. Seventeen respondents (10%) declared a disability with the vast majority of those not supporting the proposal; based on concerns around having nowhere to go, it being a positive activity and a place to stay out of trouble though not raising any specific disability issues caused by the proposal. There were no obvious differences in response across protected equality characteristics.

Overall for those who aren't in support of the proposal; a mixture of users and non users, most indicate how much they value the youth service. That attending youth clubs gives young people a safe place to go, helps young people to socialise with their peers, keep them out of trouble and looks after the vulnerable.

#### Summary and conclusions

Budget Booklet Survey results tell us; the majority 91% do not support this proposal, these include a mixture of users and non users, most individual how much they value the youth service.

A further consultation has been undertaken regarding two key aspects of the proposals regarding the way decisions are made about the commissioned provision and the formula used for distributing the commissioning resources.

There is strong support for retaining a formula with an element of need as a determining factor for allocations. The formulas under consideration include an equal allocation to all wards, which mitigates the effect of the overall reduction in resources.

5

**How may the proposal affect each protected characteristic or group?  
The affect may be positive, negative or neutral.**

Characteristic	Affect	Reason	Action needed Y or N
Age	Neg	Potential reduction of professional support and services available leading to increase in youth related crime and anti-social behaviour and	Y

			an adverse impact on community cohesion and 'Prevent' agenda	
	Disability	Neg	Potential reduction of professional support and services available  leading to increase in youth related crime and anti-social behaviour and an adverse impact on community cohesion and 'Prevent' agenda	Y
	Gender reassignment	Neg	Potential reduction of professional support and services available	Y
	Marriage and civil partnership	Neutral	No foreseen impact	N
	Pregnancy and maternity	Neg	Possible reduction of professional support and services available, (research highlights the value of effective youth work on teenage pregnancy rates)	Y
	Race	Neg	Possible reduction of professional support and services available, BME groups could be disproportionately impacted on by these proposals as they are disproportionally highly represented as service users within youth work provision.	Y
	Religion or belief	Neg	Potential reduction of professional support and services available	Y
	Sex	Neutral	No foreseen impact	N
	Sexual orientation	Neg	Potential reduction of professional support and services available	Y
	Other (give detail)			
	Further information			
6	<b>Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details below.</b>			(Delete one) <b>Yes / No</b>
7	<b>Which justifiable action does the evidence, engagement and consultation suggest you take? (Bold which one applies)</b>			
	A	No major change required		
	B	Adjustments needed to remove barriers or to better promote equality		

	<b>C</b>	<b>Continue despite possible adverse impact</b>
	<b>D</b>	Stop and rethink your proposal

**Now complete the action and monitoring plan on the next page**

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
01/03/15	<p>the review confirmed the following:</p> <ul style="list-style-type: none"> <li>• The levels of building base/other provision that could be offered</li> <li>• The age range would remain 9-19</li> <li>• the resource allocation model determines the deployment of resources</li> <li>• The need to meet the needs of agreed priority and protected groups, e.g. LDD, Travellers, LGBT, TP etc.</li> <li>• The scope and intent of the commissioning model, particularly with established community based providers will be developed.</li> </ul> <p>The role of ASB reduction work and its relation to community based services in configuration of service.</p>	Alan Michell	31/03/15	<p>Needs of agreed priority groups met.</p> <p>All commissioned work will be robustly performance managed with clear specifications that are specific on the function expected and support required for the identified priority groups,</p>
Ongoing	Monitor impact of reduced	Alan Michell	Ongoing	Impact of reduced youth work on protected



	level of youth work on teenage pregnancy rates and levels of ASB, and the impact on other vulnerable and protected groups.			and vulnerable groups factored into annual service delivery review.
19/03/15	<p>Commence consultation and processes on proposed redesign and implement to achieve:</p> <p>Increased targeting of resources on areas and young people vulnerable and in need</p> <p>Flexible and responsive to changing needs, by increased use of mobile facilities</p> <p>Increased capacity and capability in 3<sup>rd</sup> sector and other providers to meet young people's needs, through partnership working and traded services</p>	Alan Michell	30/11/15	Redesign implemented
Ongoing	To establish a more integrated and joined up approach across services that provide youth support and provide support advice and guidance for new providers.	Alan Michell	Ongoing	An integrated youth service provider across Walsall
<b>Update to EqIA</b>				

Date	Detail
16/04/15	Timelines updated