

<b>Subject:</b>	<b>Proposed changes to the Council's Youth Work Service and development of a new delivery model</b>		
<b>Date of Meeting:</b>	<b>Children and Young People &amp; Skills Committee Monday 7.3.16, 16:00</b>		
<b>Report of:</b>	<b>Pinaki Ghoshal</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Steve Barton</b>	<b>Tel: 29-6105</b>
	<b>Email:</b>	<a href="mailto:steve.barton@brighton-hove.gov.uk">steve.barton@brighton-hove.gov.uk</a>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

*The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that additional time was required to analyse and consider the results of the public consultation on the proposed changes set out in this report.*

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1. This report sets out proposed changes to the Council's Youth Work Service in order to achieve the £400,000 saving included in the Children's Services four year Financial Strategy.
- 1.2. The proposed changes take account of the council's statutory duties under Section 507b of the Education Act 1996.
- 1.3. The report summarises progress on the implementation of the Committee's decisions on November 19<sup>th</sup> 2015, and the recommendations of the Youth Service Review (2015) in respect of:
  - transitional arrangements for the delivery of youth work provided by the council or commissioned from the Youth Collective and equalities groups, including options for the use or decommissioning of council youth centres
  - arrangements to explore an alternative delivery model, such as an independent Youth Trust or Foundation, or reconfiguration and re-commissioning of the Youth Collective and other CVS organisations to attract new sources of funding, host creative partnerships across the city and the city-region and coordinate the commissioning and delivery of services
- 1.4. The report is presented in conjunction with a report on Post-16 Learning & Skills Update – Employer Task Force and Local Review of Post-16 provision.
- 1.5. This report addresses the following priorities agreed by the Children Young People and Skills Committee:

- Ensure that the most vulnerable and disadvantaged children receive the council's support, consolidating services where possible, and targeting resources at those most in need
- Eliminating long-term youth unemployment (18-25 years old) and boosting apprenticeships in the city by 2019

## **2. RECOMMENDATIONS:**

- 2.1 That the Committee note the response to consultation on proposed changes to the service and notes the full Equalities Impact Assessment of those changes.
- 2.2 That the Committee agrees to changes in the council's Youth Work Service as set out in this report, given the decision of Budget Council to agree to a £400,000 saving in the budget

## **3. CONTEXT/ BACKGROUND INFORMATION**

### **Meeting the council's statutory duty:**

- 3.1. Section 507b of the Education Act 1996 places a specific duty on the Council to secure 'as far as reasonably practicable' sufficient educational and recreational activities for the improvement of young people's well-being, and sufficient facilities for such activities. Young people are defined as those aged 13-19, and those with learning difficulties to age 24. There is no requirement to directly fund or deliver services to a particular level.
- 3.2. The proposals in this report do not compromise the council's statutory duty. A universal offer, including open access youth work commissioned by the council, will still be accessible through school activities, sports, arts and culture clubs, Duke of Edinburgh Award scheme and/or by accessing leisure centres and youth activities provided commercially, or through the community and voluntary sector, across the city. The scope of that offer is described in a website for young people maintained by the Youth Collective - "where to go for: a guide to support services for young people in Brighton & Hove" at: <http://www.wheretogofor.co.uk/>
- 3.3. Youth Work services provided and commissioned by the council are one part of the educational and recreational activities available to young people in Brighton and Hove. Changes set out in this report only affect the council's in-house Youth Work service. It is proposed that the value of youth work commissioned by the council from local community and voluntary sector organisations will remain the same for the 2016/17 financial year.
- 3.4. The introduction of the 2015 Youth Service Review describes the national and local policy context for youth work and clarifies the relationship between youth work and other educational and recreational activities (Appendix 1).
- 3.5. The findings and recommendations of the Youth Service Review were presented to Committee in November 2015. Chaired by the Director of Children's Services and attended by partners and young people, the review recommended a: 'flexible continuum of joined-up services from open-access provision for disadvantaged neighbourhoods and communities, to targeted interventions for the most

vulnerable young people and opportunities for all young people to have fun in spaces welcoming to them'. The flexible continuum is defined as:

- Community based open-access youth work: using a youth work curriculum to promote inclusion and the voice of young people, support engagement with community networks and involvement with preventive services and public health programmes
- Targeted youth work: closely connected to open-access provision, using relationships with youth workers to engage vulnerable young people and respond to the issues and challenges they face, including - where possible - working with their families and the professionals who know them; and
- Central support and strategic planning: recognising that the Local Authority will have a coordinating and oversight role as the commissioner or provider of youth work service

### **Proposals to make savings in the Council's Youth Work Service:**

- 3.6. In 2015/16 the Council will spend £1.6m on youth work. The council's in house provision has been mostly targeted at vulnerable young people. Services commissioned from the Youth Collective and equalities groups have been mainly for open access provision:

In house provision:

- |  |            |
|--|------------|
| • Targeted Youth Work (including Public Health): | £509,000   |
| • Open Access Youth Work:                        | £196,000   |
| • Participation and Advocacy:                    | £270,000   |
| • Management and Administration:                 | £180,000   |
| • Total:   | £1,155,000 |

Commissioned provision:

- |                      |          |
|----------------------|----------|
| • Youth Collective:  | £400,000 |
| • Equalities groups: | £45,000  |

- 3.7. Since the publication of the Joint Commissioning Strategy for Services for Young People in 2012, the council's in-house Youth Work Service has increasingly focussed on delivering targeted youth work as part of the children's early help strategy. The changes proposed in this report will retain that focus while also achieving a significant financial saving, but mean it will not be possible to continue to directly deliver the existing range of council youth work services.
- 3.8. The council's in-house youth work service (see Appendix 2) currently includes:
- Targeted Youth Work: street based youth work, one-to-one and group work
  - Open Access Youth Work: Youth club sessions run by the council
  - Participation and Advocacy: including support for Brighton and Hove Youth Council, Young Ambassadors Project, Youth Advocacy team
  - Duke of Edinburgh Awards Scheme: bronze, silver and gold awards
  - Youth Arts Project: Youth Arts bronze, silver and gold awards
  - Outdoor Education Advisory Support: supporting schools and other organisations to provide appropriate safety and recording levels for off-site trips.
  - Management and Administrative Support: including operational management, strategic leadership and contract management

- 3.9. In order to achieve a significant reduction in the Youth Work Service budget, it is proposed that the council's in-house youth work service only provides targeted provision and no longer provides any open-access youth work. That means the council's Youth Work Service will no longer provide the current Youth Arts Project and there will be a significant reduction in the level of group work and one-to-one support and changes to services from council youth centres.
- 3.10. Between April 2016 and April 2017, it is proposed that the council provides a reduced youth work service (Appendix 3) as follows:
- City-Centre Street-Based Youth Work: delivering a range of targeted interventions to vulnerable young people, including detached youth work and youth arts work
  - Public Health Specialist posts: teenage pregnancy, sexual health and substance misuse advice and support
  - An integrated Youth Participation and Advocacy Team
  - Duke of Edinburgh Awards: targeting vulnerable groups, including young people with special educational needs
  - Outdoor Education Advisory Support
  - Management and Administrative Support
- 3.11. Four targeted Youth Work posts will transfer to the Integrated Team for Families (ITF) as specialist Youth Work Family Coaches as part of the Stronger Families Stronger Communities (SFSC) programme. The post holders will continue to provide targeted interventions to vulnerable young people, working with their families and continuing to run groups and other targeted youth work activities.
- 3.12. Subject to the decision of this Committee, and to the outcomes of formal staff consultation, four locality teams will be created within the ITF. By January 2017 they will move from their current city centre location into four Children's Centres in Moulsecoomb, Whitehawk, Hangleton and the city centre (Tarn). The transfer of staff and creation of locality teams is part of the changes designed to respond to and support:
- The significant challenge presented by the expanded national Troubled Families Programme, especially sustaining the council's capacity to successfully claim substantial Payment by Results funding to the council's early help strategy
  - The aims of the Neighbourhoods, Communities and Equalities Committee, specifically implementation of Phase 1 of a development programme focussing on: Moulsecoomb & Bevendean; East Brighton; Hangleton and Knoll; and Hanover & Elm Grove
  - Extending the service offer in the council's Children's Centres to include provision for families and children over 5, volunteer and/or voluntary sector run provision and a greater focus on adult learning and support into employment
  - The commitment in the Children's Services four year financial strategy to develop two discrete strands of Early Help: preventive services working more closely with schools; and more targeted services for children and young people who might otherwise be at risk of entering care
- 3.13. The proposed changes mean the council's youth work service will no longer provide any open access provision from council youth centre buildings. Options

for the long term use or development of the following buildings will be considered as part the City Neighbourhood Programme and/or the development of an alternative delivery model:

- 67 Centre Moulescoomb
- Portslade Village Centre
- Patcham Youth Centre (school site)
- Hangleton Youth Centre (schools site)

3.14. Short term arrangements for the use of council youth facilities between April 2016 and March 2017 are under discussion which may include targeted youth work provided by the council's in-house teams, a reduced level of open access youth work provided by the Youth Collective or by the 3 Equalities Groups commissioned by the council or other services for young people delivered by community, voluntary or independent sector organisations.

3.15. Although it is proposed that the council will cease direct provision of open access youth work it is the intention that the council continues to commission open-access youth work from the Youth Collective. Current contracts will be extended for a further year until April 2017. Although the broad purpose and value of the contracts will be the same, the council will seek variations to:

- Increase support for young people with protected characteristics; specifically, lesbian, gay, bisexual and transgender, black and minority ethnic and disabled young people
- Demonstrate the impact of open access youth work provision on improving learning and skills outcomes for vulnerable young people
- Enable each individual organisation to demonstrate their commitment to creatively explore a new delivery model for the city during 2016/17, by proposing initiatives that reflect their particular skills and expertise such as neighbourhood work, provision of an arts and culture offer and/or delivery of youth advice and information

3.16. The Equalities Impact Assessment attached as Appendix 4 sets out the anticipated impact and mitigation of the proposed changes to the council's youth work service on children, young people and their families.

### **Developing an alternative delivery model**

3.17. In November 2015, the Committee authorised the Director of Children's Services to consult with staff, young people and their partners on 'an alternative delivery model, for example a Youth Trust or Foundation, or reconfiguration and re-commissioning of the Youth Collective and other CVS organisations for the provision of services to vulnerable and disadvantaged children, young people and their families'.

3.18 Paragraphs 3.10 to 3.15 above describe the transitional service arrangements necessary to support that process i.e. between April 2016 and April 2017 the Council will provide a reduced, targeted youth work service, make short term arrangements for the use of council youth facilities and continue to commission open access youth work from local community and voluntary sector organisations.

3.19 Paragraphs 3.12 and 3.13 describe how those transitional arrangements support

changes to the SFSC programme, development of neighbourhood hubs and children's centres and the aims of children's services' four year financial strategy.

- 3.20 The ambition for the new delivery model was summarised in paragraph 1.4. of the report to Committee in November 2015: 'This report supports plans to move to a cooperative model of service delivery, including exploration of new delivery arrangements to attract alternative sources of revenue, and ways of bringing Council services closer to those who need them by forging stronger links with local people'.
- 3.21 Development of an alternative delivery model will now be supported by the Cabinet Office as Brighton & Hove is one of 6 local authorities to bid successfully for government funding in the second phase of the government's Delivering Differently for Young People: transforming local authority services for young people through new delivery models.
- 3.22 The Cabinet Office describes alternative delivery models as: 'new approaches to delivering a service that sits between in-house delivery and traditional outsourcing. Examples of what an alternative model could be include public service mutuals, a partnership delivery with the VCSE sector, a partnership with community groups and private-public partnerships,' (Cabinet Office Guidance)
- 3.23 Funding has been awarded for specialist technical advice to:
- work with local stakeholders to build consensus and a shared vision on how to deliver positive outcomes for young people through a new youth service delivery model
  - produce an options appraisal for future youth service models, with a recommended model - developed through effective consultation with local stakeholders
  - Produce an implementation timetable for the recommended future youth service delivery model in Brighton & Hove
- 3.24 The Cabinet Office is particularly interested in the council's determination to bring together the findings and recommendations of the 2015 Youth Service Review with the work of the Employer and Skills Task Force and development of a new City Employment and Skills Plan, as part of our approach to city and regional regeneration and economic development.
- 3.25 There is now an opportunity to use the development of an alternative delivery model as a vehicle for this integrated approach, and it is proposed that a steering group is established to explore and develop future arrangements. This will have the potential to become a Shadow Board for a new Youth Trust or Foundation as described above. Chaired by the Lead Member for Children, it is envisaged that the Board members would include:
- Representatives of the city's Youth Work providers and young people
  - Public Sector employers including: Schools and Academies, Further and Higher Education institutions and NHS organisations (Police / Fire / Probation)
  - Major local employers, especially from the city's financial, digital media and tourism sectors
  - Sussex Council of Training Providers

- 3.26 A report will come to the Children Young People and Skills Committee in the autumn 2016 to provide an update on these recommendations and if appropriate recommend the establishment of a Trust or Foundation.

#### **4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 The 2015 Youth Review Group considered three options:
- 4.1.1. Do nothing: carry on with existing provision. This option is not possible due to the reduction in budget to the council in the next four years.
  - 4.1.2. End all council funding of youth work in 2016/17: This was not considered to be viable because of the significant negative impact of the wellbeing and outcomes for young people in the city.
  - 4.1.3 A redesigned model of delivery: that allows for significant savings whilst building sustainable and resilient provision. This is the preferred option of the Review Group.
- 4.2. Options 4.1.1 and 4.1.2 have been given further consideration during the design of the changes to the council's youth work service, but were not considered to be feasible for the reasons set out above.
- 4.3. Consideration was also given to reducing funding for open-access youth work commissioned from the Youth Collective and local equalities groups. This would not have been consistent with the cross party Notice of Motion to Policy & Resources Committee which established the 2015 Youth Service Review, the recommendations of the Review itself or the Administration's commitment to sustain a thriving third sector.
- 4.4. The changes to the council's Youth Work Service set out in this report are designed to achieve a £400,000 saving, as part of a four year budget strategy, to sustain a 'flexible continuum' of youth work provision for the city during 2016/17, as recommended by the 2015 Youth Service Review, and to provide a stable, albeit transitional, platform for the development of a new delivery model for the city that supports the priorities of this Committee and the emerging objectives of the new City Employment and Skills Plan.

#### **5. COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1. Statutory guidance issued in June 2012 in respect of councils' duties under Section 507b of the Education Act 1996 (see paragraph 3.1) and the wording of the Act, makes clear that the council must consult young people in the design of its services rather than simply on specific proposals emerging through reviews. A Court of Appeal ruling relating to North Somerset council in 2013 underlines the need to actively engage young people, with the council judged to have acted unlawfully in making significant reductions to its youth services, due to both a lack of adequate consultation with young people and insufficient consideration of the protected characteristics of its service users under the 2010 Equality Act.
- 5.2. To comply with that guidance, the Youth Service Review Group included 4 young people from the Youth Council, the Hangleton & Knoll Youth Manifesto and

Allsorts, as well as representatives from Community Works. In addition, task & finish groups set up during the review also consulted with a range of partners and were co-chaired by 3 of the young people who sat on the Youth Service Review Group. The Group also met with the young people's Reference Group to hear their views on the future of youth work provision for the city.

- 5.3. As part of developing the proposals set out in this paper, to change the Council's Youth Work Service in order to make a £400,000 saving, and to explore further the Youth Service Review recommendation for a 'flexible continuum of joined-up services', an event was held at the end of October 2015: 'Young People's View of Youth Work in Brighton & Hove'. Organised by the council's Youth Work service and the Youth Collective the event was externally facilitated and attended by 40 young people from across the city. The focus was 'cutting the cake', acknowledging that funding is reducing for youth work and seeking young people's views on how they as young people would prioritise spending a sum of roughly £1m.
- 5.4. The facilitators used a methodology developed by the Treasury and the Department of Education based on headings taken from the Comprehensive Spending Review. Young people were asked to consider three aspects of youth work: support, activities and access. In summary they said:
  - The most important aspect of youth work is the support they got from youth workers: with general support being most important; special support when things are tough; and support to get involved in local decision making
  - Personal social skills is the most important activity
  - Links to local clubs and centres is the most important access issue
- 5.5. In addition young people explored and commented on different ways youth work might be provided. Their strengths, weaknesses, opportunities and threats analysis will inform the development of an alternative local delivery model (paragraphs 3.17 - 3.26). Young people were asked to consider four broad models:
  - Local authority run youth services
  - Local authority and voluntary sector partnership in running youth services
  - A new company established, run by adults to run the youth services
  - A new company led by young people to run youth services (where young people are the majority of members)
- 5.6. Following the decisions of the November 2015 Committee, young people have been consulted about the proposed changes to the council's youth work service set out in this paper. The questions were circulated to Committee members. Youth Workers supported young people to complete the questionnaire between January 18<sup>th</sup> and February 12<sup>th</sup> and the questionnaire was available on the council's consultation portal between February 1<sup>st</sup> and February 12<sup>th</sup>. There were 103 respondents to the questionnaire. A summary analysis of the consultation responses from young people is set out in an Appendix 1 to the attached Equalities Impact Assessment.



## 6. CONCLUSION

- 6.1 The recommendations in this report are designed to make necessary financial savings while creating transitional arrangements during which to establish a new model of delivery for the city.

## 7. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 7.1 Currently the youth service budget is £1.4m of which £1.037m funds staffing. The majority of the £0.400m savings will be made through reducing staff costs. Savings can also be made through reducing the number of council or school buildings used. A £0.035m 'Delivering Differently for Young People' grant from the Cabinet Office will be received over 2 years (£0.015m in 15/16 & £0.020 in 16/17) to assist in working with local stakeholders to deliver a new youth service delivery model.

The recommendations identified in this report will deliver the £0.400m saving required in the Integrated Service Financial Plans.

*Finance Officer Consulted:* David Ellis      *Date:* 11<sup>th</sup> February 2016

### Legal Implications:

- 7.2 Section 507b of the Education Act 1996 places a specific duty on the Council to secure 'as far as reasonably practicable' sufficient educational and recreational activities for the improvement of young people's well-being, and sufficient facilities for such activities. Young people are defined as those aged 13-19, and those with learning difficulties to age 24.
- 7.3 Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being issued in 2012 clarifies that it is not prescribed which services and activities for young people local authorities should fund or deliver or to what level. 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. They should strive to secure the best possible local offer within available resources. Under the guidance it is for local authorities to 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; and. 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 .

The report confirms that the proposals are not considered to compromise the council's statutory duty, and are therefore a matter for the discretion of the committee exercising usual administrative law principles.

Under the statutory guidance 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. The report sets out the steps that officers have taken to engage and consult with key stakeholders, including young people.

The Court of Appeal has made clear that as age is a protected characteristic under equalities legislation it is essential that in making any decision regarding youth services councillors must have due regard to the full equalities impact assessment.

*Lawyer Consulted:*

*Natasha Watson*

*Date: 29/02/2016*

Equalities Implications:

- 7.4 An Equalities Impact Assessment is attached as Appendix 1.

Sustainability Implications:

- 7.5 Continuing to provide youth services will build more sustainable communities and boost health and wellbeing amongst young people and their families. Exploring new models of delivery will allow for a more sustainable model longer term.

7.6

Any Other Significant Implications:

7.7

**SUPPORTING DOCUMENTATION**

**Appendices:**

- 1. Youth Service Review: Introduction and background**
- 2. Council Youth Work Service structure - current staffing**
- 3. Council Youth Work Service – proposed staffing**
- 4. Equality Impact Assessment**

## APPENDIX 1 Youth Work Review 2015:

### Introduction and background

In 2011 the House of Commons Education Committee published 'Services for Young People' which succinctly describes the context for youth work:

'Local authorities have a duty to provide sufficient educational and recreational leisure-time activities for young people aged 13-19, and those aged 20-25 with learning disabilities. Provision has typically taken the form of open-access services, including a range of leisure, cultural and sporting activities often based around youth centres. Local authorities also provide targeted services for vulnerable young people, such as teenage pregnancy advice, youth justice teams, drug and alcohol misuse services and homelessness support. Whilst some authorities provide services directly, many are contracted out to voluntary, community or private organisations.' (House of Commons June 2011).

In August 2014 the National Youth Agency defined youth work as:

'Youth work is an educational process that engages with young people in a curriculum built from their lived experience and their personal beliefs and aspirations. This process extends and deepens a young person's understanding of themselves, their community and the world in which they live and supports them to proactively bring about positive changes. The youth worker builds positive relationships with young people based on mutual respect', (National Youth Agency Vision for Youth Work in England to 2020 – August 2014)

The Children's Service Directorate Plan sets out that long term vision for children and young people:

**"We want all of our children and young people to have the best possible start in life, so that they grow up happy, healthy and safe with the opportunity to fulfil their own potential."**

The Children, Young People and Skills Committee have agreed the following 4 priorities:

- Ensure that **the most vulnerable and disadvantaged children receive the council's support**, consolidating services where possible, and **targeting resources at those most in need**.
- Take the council on **an improvement journey to achieve excellent services** for children and young people by 2019, as rated by Ofsted.
- Provide greater challenge and support to council maintained schools to **close the disadvantage and educational attainment gaps**, including a focus on STEM subjects (Science, Technology, Engineering and Mathematics).
- **Eliminate long-term youth unemployment** (18-25 years old) and **boost apprenticeships** in the city by 2019.

In common with other councils across England, Brighton & Hove City Council has to **make savings across all service areas as a result of reductions** in Government funding and pressures on services.

Nationally children’s services are dealing with a **growing number of child protection cases and children at risk of neglect**. Reduced funding and rising demand mean **councils need to change the way services for children and families are delivered**. This includes work to strengthen early help services and “**turn around**” families just below social work thresholds as part of the Troubled Families initiative (known locally as Stronger Families Stronger Communities). Learning from this programme includes **the importance of having one worker who works with the whole family** to make sustainable changes.

**A Fairness Commission has been set up** to make sure that everyone has a share in the city's economic success, and an opportunity to lead healthy and productive lives. It was set up by the council, but is an independent body.

Brighton & Hove City Council plans to move to a **co-operative model of service delivery**. The City Neighbourhoods programme plans to **establish hubs in the heart of communities**, bringing appropriate services closer to those who need them by **forging stronger links with local people**. The neighbourhood hubs will **host a variety of services**, based on the specific needs and context of the local area; they will be delivered by council staff alongside a range of partners, including third sector organisations, and supported by volunteers. The aim is to **save money, improve outcomes and reduce inequality**.

The council published a joint commissioning strategy for services for young people in 2012. Based on a comprehensive needs analysis and extensive consultation with partners and young people, the strategy facilitated the development of an informal consortium of eight local voluntary sector providers - the **Youth Collective** - which successfully bid for a council contract to deliver open access youth work across the city.

**In 2015/16 the Council will spend £1.6m on youth work**. The Council’s in house provision has been mostly targeted at vulnerable young people. Services commissioned from the Youth Collective have been mainly for open access provision.

<b>£'000</b>	<b>Youth work spend</b>
445	Contract/Equalities – Community & Voluntary Sector, youth and equalities groups
180	Administration/Management – Brighton & Hove City Council (BHCC)
410	Targeted Youth Work Interventions - BHCC
270	Participation & Youth Advocacy - BHCC
196	Open Access - BHCC
99	Targeted teenage pregnancy- BHCC (Public Health)
<b>1600</b>	<b>Total</b>

Significant **reductions in youth work funding were proposed in February 2015 for the 2015/16 financial year**. The council’s Policy and Resources Committee subsequently agreed a Notice of Motion to **extend existing contracts for a further 6 months to allow time for a review** of the council’s arrangements for the commissioning and provision of youth work to take place. The review was tasked with **redesigning the delivery of youth work in the city** focusing on the **proportion of spend between targeted work** (mostly delivered by Council staff) and **open access activities** (mostly delivered by the Youth Collective).

**The remit of this review is to consider how the council provides and commissions services** founded on a Youth Work curriculum. **Youth work is integral to the early help interventions**

**and preventive services** provided or commissioned by the council and its partners to promote wellbeing, attainment and transition to employment and to avoid more costly social work intervention.

The Review Group fully recognises that youth work is an integral part of this provision for young people and their families including: schools and colleges; statutory social work and youth offending services; public health programmes; and Child and Adolescent Mental Health Services.

From the beginning of its work the review has sought to respond to the following statement:  
**‘Young people repeatedly tell us that they don’t want to have to negotiate complex systems to access services – they need services that understand what it is like to be young, services which can either give them help directly, or to refer them to a service that can. Among all of this, young people want to have trusted sources of information and impartial advice’.**  
(Improving Young People’s Health and Wellbeing: A framework for Public Health 2014)

This report describes **a model for the commissioning, delivery, support and co-ordination of youth work services** to achieve the council’s vision and priorities for children, young people and their families as set out above.

