

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

Author:	Cabinet Member for Children's Services Head of Children, Families and Community Health
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 The report seeks Cabinet's support to reduce the number of staff and services provided as part of the Youth Engagement Workers' (YEW) service to achieve £136.4k savings as set out in Option One below.
- 1.2 The report highlights the context of the Youth Engagement service, the response to the consultation, and findings of the review, from which four options are outlined that could make savings. Given the service was given the task of finding savings, a 'nil' savings option has not been given as an option.
- 1.3 This work falls within the scope of Council's Vision priority to: "Help people to help themselves while always protecting our vulnerable children and adults." It also contributes to the One Swindon Priority: Living Independently, protect from harm, leading healthy lives and making a positive contribution and also Priority Two, to offer education opportunities that lead to the right skills and right jobs in the right places.

2. Recommendations

Cabinet is recommended to:

- 2.1 Note the consultation responses referred to in paragraph 3.28 of the report and as summarised at Appendix 1.
- 2.2 Authorise the Head of Children Family and Community Health to reduce the Youth Engagement Workers' service budget by £136k, as outlined in Option One as set out in paragraph 3.19 of the report.
- 2.3 Note that this proposal would have the least impact on the services ability to provide YEW services to the most vulnerable children by making the most of savings through facilities closure and existing vacancies.
- 2.4 Record its thanks to the YEW service staff for their professional approach in supporting young people to make representations during the consultation and for their own comments made in a way that has demonstrated the value of the service and its impact.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

3. Detail

- 3.1 The Council needs to review continually the way in which it delivers and supports its services to ensure that they are efficient, effective and deliver value for money. However, significant challenges in balancing the budget in 2017/18 onwards are requiring very difficult decisions to be made. The Youth Engagement Workers service was therefore asked to review its provision to explore a range of possible savings.

Current situation/context identified in the review

- 3.2 The role of the Youth Engagement Worker (YEW) was developed in Swindon in April 2011. This workforce is a team of highly skilled practitioners with a range of backgrounds from youth work, careers advice, and education. It is important to note that they are not 'only' youth workers and there is no traditional youth service funded by the Council in Swindon.
- 3.3 The main focus of their work is to support young people into education, employment and training by identifying the barriers to progression, acknowledging that being in employment and education is one of the major protective and resilience factors for a young person. YEWs work with the identified NEET (not in education employment or training) population; those young people who are identified as being at risk of being NEET in year 11, and young people who are engaged in high risk taking behaviours. This work is delivered in a variety of settings such as youth centres, family homes, education settings and neutral venues.
- 3.4 The young people are worked with on a one to one basis and in groups. There is also a small amount of youth engagement traded service supporting the delivery programme at Stratton Pupil Referral Unit and providing extensive post 16 transition support for year 11 Tuition Service pupils.
- 3.5 Youth Engagement Workers have extensive experience of working successfully with those termed as 'hard to reach' and 'vulnerable' young people. The basis of all their work is to develop productive, effective and professional relationships with young people to create opportunities for successful outcomes. Their work is needs led and on-going assessment is undertaken to employ a solution focused approach to their intervention.
- 3.6 Service delivery and development is not nationally defined but is based on established good practice and guidance from education and social care and by benchmarking against some limited national and regional performance data as well as more extensive locally agreed KPIs and outcomes.
- 3.7 Service outcomes are collected and known, primary activity and outcome data notes that there were 1051 young people worked with in 2015/16. In the first quarter of 2016/17 there were 393 young engaged in services, There were a total

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

211 positive outcomes recorded in the first quarter, the most positive outcomes recorded were young people gaining employment; reporting improved emotional health and re- engaging in learning as a direct result of youth engagement intervention.

- 3.8 Recorded outcomes also include reducing the risks of sexual and criminal exploitation, understanding and being safe in sexual health, improving emotional wellbeing, dealing with conflict, crisis and family and relationships.
- 3.9 The expertise of the team significantly contributes to positive outcomes in other specialist areas in Schools, Social Care, Youth Offending, OPAL (Child Sexual Exploitation service) and the Leaving Care team. In the first quarter, the service was working with 20 young people in care, 43 children defined as 'in need' and 4 at child protection plan level. There were 33 young people educated other than at school, 62 with special education needs identified. 15 had an education and health care plan. 28 were known to the youth offending team and 66 were young carers. 93 were identified as having Troubled Families phase 2 vulnerabilities. Youth engagement workers are working with 25 young people known to be at risk of child sexual exploitation.
- 3.10 During the first quarter, there were only 9 re-referrals to social care and 17 new referrals to social care. These statistics show the impact in terms of reducing risk of young people as a result of youth engagement involvement
- 3.11 Local authorities have statutory duties, which were further defined by the 2008 Education and Skills Act, to identify young people who are not participating in education, employment or training (NEET). The Department for Education receives performance data from local authorities at key dates during the year.
- 3.12 One of the key areas of performance is the 'unknown' figure – which is the number of young people who the local authority have not be able to establish their education/employment status. The Youth Engagement Service contributes to the NEET performance but does not have overall responsibility for NEET as this sits with the Skills and Employment Board. Prevention of NEET is better than Swindon's statistical neighbours although slightly lower than the National figure
- 3.13 The YEW service has a staff budget of £704,000 and allowing for other funding and income from trading a net cost of £520,000.
- 3.14 There is currently a budget for 20.4 full time equivalent (FTE) staff, fulfilling a variety of roles, the majority based in the four localities areas, with some on specialist secondments working with Troubled Families, Children Looked After and children at risk of sexual exploitation.

Savings Options

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

- 3.15 All four options outlined below therefore will make savings and state where applicable possible redundancy costs, loss of income from Trading and possibly from Troubled Families engagement and outcome rewards. These are difficult to quantify in some areas due to the diverse nature of the workforce in terms of salary levels, length of service and range of hours worked, but the likely cost against each option is considered. In addition the costs associated with failing to prevent families escalating into statutory services, in need, care and child protection will also need to be considered even if not wholly quantifiable.
- 3.16 When considering the four options and the way this would affect the service a presumption was made to preserve services for the most vulnerable children where possible, however the bigger the savings option the less possible this is and this is not possible at all in one option.
- 3.17 Children Families and Community Health services have a well-established process in place for assessing need and bringing people together to find solutions for problems when a child is found to be vulnerable or a concern has been identified. This is known as the single assessment process, which begins with the completion of an Early Help Record and Plan and overseen by a 'team around the child' meeting this may lead to a referral into Social Care for child protection concerns. The majority of these assessment and plans are generated by schools and other professionals in the children's workforce and this would continue regardless of what option is considered and would help to mitigate any loss in YEW workforce capacity, however there will be an impact the greater the saving options is made.
- 3.18 The following are the Four Options for consideration:

3.19 Option One

Savings Proposed	Achieve £136.4k savings
No. Posts Reduced/maintained	Reduction in 4.04 full time equivalent (FTE) posts in total Maintain 16 FTE youth engagement workers
Impact of savings option & what would be maintained	All youth centres would close (alternative sites can be used at no cost) Delete 0.68 FTE youth support workers and 3.36 FTE youth engagement workers roles Estimated loss of TF income over 5 year programme £48k (Based on claims derived from working with 27% of families with 85% outcomes achieved in TF phase 1).

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

	<p>Maintains youth engagement's contribution to Troubled Families allocations.</p> <p>Maintains the raising participation age related duties placed on local authorities with the Education and Skills Act 2008 which requires support is provided to NEET year 12s & year 13s.</p> <p>Maintains specialist EET advice for young offenders and care leavers teams.</p> <p>Maintains targeted time-limited interventions for young people aged 14 – 17 who are engaged in high risk taking behaviours.</p> <p>Maintain traded delivery.</p> <p>Reduced redundancy costs as the majority of the reduction would be met by current vacancies.</p>
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3.20 This option makes the least impact on the services ability to provide broadly similar service levels to vulnerable children by making the most of savings available through facilities closure and existing vacancies.

3.21 Option Two

Savings Proposed	Achieve £278.2k savings
No. Posts Reduced/maintained	Reduction in 8.04 full time equivalent (FTE) posts in total Maintain 12 FTE youth engagement workers
Impact of savings option & what would be maintained	<p>All youth centres would close</p> <p>Delete 0.68 FTE youth support workers and 7.36 FTE youth engagement workers roles</p> <p>Estimated loss of TF income over 5 year programme £96.5k (Based on claims derived from working with 27% of families with 85% outcomes achieved in TF phase 1).</p> <p>Reduces some youth engagement's contribution to troubled families allocations by targeting only those most in need.</p> <p>Reduced amount of targeted time-limited interventions for young people aged 14 – 17 who are engaged in high risk</p>

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

	<p>taking behaviours.</p> <p>Maintains the raising participation age related duties placed on local authorities with the Education and Skills Act 2008, which requires that support is provided to NEET year 12s & year 13s.</p> <p>Maintains some youth engagement's contribution to Troubled Families allocations to those most in need.</p> <p>Maintains specialist EET advice for young offenders and care leavers teams.</p> <p>Maintains traded delivery.</p> <p>Redundancy costs to be met for some posts that cannot be met through vacancies and other means, likely for approx. 5 FTE posts</p>
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3.22 This option makes a more significant impact on the provision of services, reducing services for some high risk children but does preserve services for NEET, high risk 'troubled families' young offenders and children looked after. It also enables enough staff to be able still to provide for the small element of traded service to the education service.

3.23 Option Three

Savings Proposed	Achieve £455.5k savings
No. Posts Reduced/maintained	Reduction in 13.04 full time equivalent (FTE) posts in total Maintain 7 FTE youth engagement workers
Impact of savings option & what would be maintained	<p>All Youth centres would close</p> <p>Delete 0.68 FTE youth support workers and 12.36 FTE youth engagement workers roles</p> <p>Unable to fulfil traded services delivery</p> <p>Estimated loss of TF income over 5 year programme £156.5K (Based on claims derived from working with 27% of families with 85% outcomes achieved in TF phase 1).</p> <p>Unable to maintain the raising participation age related duties placed on local authorities with the Education and</p>

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

	<p>Skills Act 2008 which requires support is provided to NEET year 12s & year 13s.</p> <p>Maintains a small targeted, time-limited interventions for young people aged 14 – 17 who are engaged in high risk taking behaviours.</p> <p>Maintains specialist EET advice for young offenders and care leavers teams.</p> <p>Redundancy costs to be met for some posts that cannot be met through vacancies and other means, likely for approx. 10 FTE posts</p>
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- 3.24 This option makes a significant impact on the provision of services, reducing services for most high-risk children, but maintains services for young offenders and children looked after. It would mean the loss of traded service to the education service, inability to provide services to high risk 'troubled families' and the resultant probable loss of outcome based reward monies. It would lose the ability to support NEET in years 12 and 13 other than those who are engaging in the highest risk taking behaviour for a small number. This option may bring into question whether the service is meeting its duty under the Education and Skills Act 2008 as some services would be provided but only minimal.

3.25 Option Four

Savings Proposed	Achieve £703.8 k savings
No. Posts Reduced/maintained	Reduction in 20.04 full time equivalent (FTE) posts in total Maintains no posts
Impact of savings option & what would be maintained	<p>Loss of entire service</p> <p>Youth centres would close and youth support workers would be made redundant.</p> <p>Unable to maintain the raising participation age related duties placed on local authorities with the Education and Skills Act 2008 which requires support is provided to NEET year 12s & year 13s.</p> <p>No specialist EET advice for young offenders and care leavers teams.</p>

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

	<p>No contribution to troubled families allocations.</p> <p>No amount of targeted time-limited interventions for young people aged 14 – 17 who are engaged in high risk taking behaviours.</p> <p>No Traded delivery.</p> <p>Estimated loss of TF income over 5 year programme £240.5k. (Based on claims derived from working with 27% of families with 85% outcomes achieved in TF phase 1).</p> <p>Significantly high redundancy costs to be met.</p>
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3.26 This option closes the entire service and would probably be open to challenge as the Council would be unable to maintain the raising participation age related duties in relation to the Education and Skills Act 2008. Hence, this option is not recommended.

3.27 Consultation Response:

3.28 A formal review was conducted with staff and service users regarding the services the YEW service was delivering and the possible options. This began on the 14th November 2016 and ended on the 6th December. The headlines of this are set out in Appendix One. The detailed responses can be viewed on-line, alongside the agenda on the Committee and Member Services website (<http://ww5.swindon.gov.uk/moderngov/ieListMeetings.aspx?Committeeld=285>.)

3.29 The professional approach of the Youth Engagement Workers to the consultation must be noted and applauded, they have supported young people to make representations during the consultation and have made comments and feedback themselves in a way that has demonstrated the value of the service and its impact. This at a time when their own roles have been 'at risk.'

3.30 The key themes from the consultation included suggestions for seeking alternative funding, remodelling the overall workforce, ensuring that any savings were implemented fairly in terms of redeployment processes, and concern for the impact of savings on service users.

3.31 In particular, parents and young people noted just what a difference and impact the service has had on them in particular. They noted the service had been significant in helping them overcome their problems and there was strong support for the services with examples given of how they had been helped. For example, one young person said about her YEW worker *"mine has massively changed my life for the better. I have no idea where I would be without mine. An accurate guess would be on drugs in a park somewhere, missing school, with a*

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

bunch of older men.”...”how many young girls are out there and have no knowledge of keeping themselves safe sexually. They are unaware of how serious STI/STDs are and have no protection from getting pregnant. If your daughter was this unsafe and sexually active you would be worried. You would need someone to help her and educate her. I was like that once. My youth engagement worker gave me all the knowledge I needed because I didn’t absorb the information at school... I had no confidence in saying no. I was scared, I felt trapped and alone, but she helped me give me my confidence back and made me realise I am worth something”

- 3.32 Another child fed back that “when I first started with [YEW] I did not go to college and had no idea how to apply for a job. Now I have a job after only 3 months. She is amazing and understands everything”.
- 3.33 The consultation responses highlight how valued the service is by children, parents and other agencies and the positive impact it has on many children’s lives.

Proposals

- 3.34 Given the context outlined above and in the appendices and taking into account the need for the council to continually review the way in which it delivers and supports its services and the significant challenges in balancing the budget in 2017/18 onwards, difficult decisions need to be made.
- 3.35 All four options outlined will make savings. However, option four is considered unviable due to the loss of services to the most vulnerable children and the likely legal challenge with regards to the Council’s duty to maintain the raising participation age related duties placed on local authorities with the Education and Skills Act 2008 which requires support is provided to NEET year 12s & year 13s. Option three seems difficult for the same reasons because of the desire to target services to the most vulnerable children and putting this need before the duty to support potential children at risk of NEET.
- 3.36 Option two makes a significant impact on the provision of services, reducing services for some high risk children but does preserve services for NEET, high risk ‘troubled families’ young offenders and children looked after. It also enables enough staff to be able still to provide for the small element of traded service to the education service. Option One however whilst still making savings of some £136k does have the least impact on the services ability to provide YEW services to the most vulnerable children by making the most of savings through facilities closure and existing vacancies.
- 3.37 Hence, for this reason Option One is recommended as the most viable option whilst still contributing to the savings the Council needs to make, the Council could preserve services for the most vulnerable children.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

4. Alternative Options

- 4.1 The Cabinet could determine not to support any of the proposed options. If the proposed changes are not agreed, the Council will need to identify alternative savings from elsewhere in the overall budget

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The 2016/17 budget for the Youth Engagement Service is £704,000 and allowing for other funding and income from traded a net cost of £520k. As outlined above the proposals in this report are designed to reduce budgeted spend by a range of options outlined in the report itself. But in broad terms the options for 2017/18 onwards are:

- Option One – saving £136.4k
- Option Two- saving £278.2k
- Option Three- saving 455.5k
- Option Four- saving 704k

Redundancy costs for option 4 would be approximately £121K and relatively reduced for the other options.

Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been taken into account in compiling this report. It is considered that the recommendations of this report are compatible with Convention Rights.
- 5.3 The Department of Education publication entitled 'positive for youth', which was issued in 2011, outlines the responsibilities of local authorities in regard to open access youth centres. In summary, it states that 'Local areas will need to consider what balance of targeted services and open access services will best meet local needs... local authorities' statutory (have a) duty to secure, so far as is reasonable practicable, access to educational and recreational activities for the improvement of young people's wellbeing.'
- 5.4 Local authorities must make arrangements - i.e. maintain a tracking system - to identify 16 and 17 year olds who are not participating in education or training. Putting in place robust arrangements to identify young people who are not engaged in education or training or who have left provision. The Act requires local authorities to offer support as soon as possible. Local authorities are expected to meet any costs incurred in the delivery of these duties from their overall budgets, including central government grants.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.5 All staff in the YEW service and relevant trades unions have been consulted in accordance with the Councils agreed Managing Change, Restructuring, Redeployment & Redundancy Policy. Their headline feedback is given in the body of the report above and is available on line as stated above.
- 5.6 Dependent on the decision of Cabinet the organisational change results in reductions to the workforce and redundancy cannot be avoided, the council will as outlined in its policy, seek to:
- 5.7 As far as reasonably possible, identify opportunities for redeployment elsewhere in the council; Provide reasonable career counselling and outplacement support; Where dismissal on grounds of redundancy takes place, make compensation payments in accordance with the Flexible Retirement, Early Retirement and Redundancy Payments Policy; Provide employees with a right of appeal against unfair dismissal on the grounds of redundancy and have clear and transparent implementation of agreed processes.

Diversity Impact Assessment

- 5.8 An initial Diversity Impact Assessment (DIA) has been undertaken; a copy can be obtained from the report author.
- 5.9 Potential adverse impacts were identified for service users due to targeting the service to a more restricted group of young people, which mean reductions in service levels. However, mitigating actions will be taken as outlined in the report earlier and in the DIA. This will ensure that no one protected group will be adversely impacted (i.e. disability, race, religion/belief of sexual orientation) and that the service will be directed to those most vulnerable. The service is already directed at those of a specific age to best meet their particular needs.
- 5.10 Likewise dependent on the decision of Cabinet there may be some impact on YEW staff and should this occur the service will ensure that the Councils Change Management policy is adhered to, to ensure a fair and equitable process is applied.

Risk Management

- 5.11 The risks associated with the proposals for consultation are outlined in Appendix 1.

6. Consultees

- 6.1 The Interim Corporate Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

7. Background Papers

7.1 None

8. Appendices

8.1 Appendix 1- YEW Service Review Consultation response

9. Key Decision/Decision in Cabinet Work Programme and Forward Plan

9.1 This is not a Key Decision and is included in the Cabinet Work Programme and Forward Plan for February 2017.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

Appendix One

Children Families and Community Health. Youth Engagement Consultation 2016/2017
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Key dates	
14th Nov to 6 th Dec 16	Start of formal consultation period. Meetings with staff as one to ones and in groups. Individual meetings with staff and service users.
6th Dec 16	Close consultation period (3 weeks post launch meeting) and consider submitted proposals and comments.
6th Dec to 12th Dec	Collate response to the feedback received.
12th Dec 16	Meet with staff to update on consultation feedback and process.

Consultation Response Summary

Introduction

Relevant documents were posted on the Intranet following the staff consultation meeting held on 14.11.16. Subsequently individual staff held one-to-one and team meetings with the operational manager. A Unison union representative attended the group consultation meeting but was not requested by the staff to attend the individual or the group meetings. Individuals fed back through these meetings and in email responses. Some responses represented a group of staff. A considerable number of comments were also received from other professionals and from service users.

The majority of the meetings and communications relate to questions regarding the options presented in the consultation document, proposals for the restructure and some regarding individual circumstances (dealt with at an individual level). As a whole the response is that there should be no reduction in this service, or failing that the minimal reduction possible so that there is limited impact on young people.

I would like to thank all those that have contributed to this consultation process.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

Summary

Below is a summary of the feedback and responses to suggestions and alternative options.

Feedback	Response
<p><u>Seek an alternative funding or provider.</u></p> <p>Staff suggested that alternative funding could be found so that there would be no reduction in YEW funding, for example accessing funding recently allocated for school improvement.</p> <p>Traded Services – Develop Trading by offering new tailored packages of support for early intervention, primary to secondary school transition programme, Information Advice and Guidance, interviews, etc.</p> <p>Offer the running of Centre based youth activities to other providers.</p>	<p>As part of the ongoing wider budget management and decision making process alternative funding options have been considered as alternatives to direct savings from service. Many services have already been subject to savings and the YEW review is one option being considered against a number already made within the council. The School Improvement budget is not considered as a viable option for savings given this is also a priority for the Council</p> <p>Traded YEW Services are currently offered in the Trading prospectus shared with all Schools. Current take up by the schools remains small. Managers will continue to seek additional income from this source however this will take time and cannot be guaranteed as it is dependent on schools buying in services.</p> <p>The option of running centre based activities could be considered once financial decisions have been made.</p>
<p><u>Remodel Children's Services structure</u></p> <p>Staff suggested that other children's Services teams could be remodelled to include youth engagement workers as part of their structure. For example, Social Care teams redesign their staffing establishment to include youth</p>	<p>Children's Social Care services were remodelled in 2014 and many functions of this service can only be carried out by Registered Social Workers. Whilst YEWs would undoubtedly add value to the work of the social work service these roles would still require funding.</p> <p>All children's services teams have undergone savings and efficiency</p>

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

engagement workers.	exercises as part of SBC budget setting across the last 3 years and will continue to be sought where possible. For example the management overheads have been reduced by over 35% and savings have been made in children's centres.
<u>Redeployment process</u> Staff expressed concerns that any redeployment process would be fair and equitable which would include redeployment into other vacant posts. In particular redeployment into the family service where they are currently recruiting.	Subject to the decision of Cabinet we will be working to the Managing Change, Restructuring, Redeployment and Redundancy Policy which will ensure fair and proper processes are followed. Where vacancies exist in other services these will be considered. (see summary in the consultation document). We cannot redeploy staff in advance of the decision being made by Cabinet in terms of budget reduction.
<u>Staff concerns re the impact of savings on service users</u> The service is important for young people in order to address their emotional health, enable young people to access specialist services, and to support them accessing education up to the age of 18. Staff are concerned that there are a lack of services in Swindon to work with young people.	Financial decisions will be made by cabinet in the full knowledge of potential impact to YEW service delivery and wider Children Services. Feedback from this consultation will be presented in the cabinet report. Elected members will make an evidenced and informed decision as a result of this consultation process.
<u>Service user feedback</u> Parents and young people were consulted and feedback was collated. Service users described where YEWs had been significant in helping them overcome their problems. There was strong support for the service with examples given of how young people had been helped.	The voice of the young people of Swindon is recognised as being really important to this consultation. Their feedback has been shared with the Leader and Cabinet Member in full and is also available in full on line for all to have access to. This summary will be shared in the Cabinet report itself.

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

See Appendix D & E & F	
<p><u>Partner agency feedback</u></p> <p>Partner agencies were consulted and invited to provide comment on the proposals. Individuals including professionals in other children's services including schools and colleges gave testimonials overwhelmingly in support of the service and advocated for making no savings or the minimum possible to reduce the impact they were certain would be seen.</p> <p>See Appendix C</p>	<p>We appreciate the time taken for partners to provide these comments and testimonials. It has made a significant contribution to this consultation and shows how important that these views are considered when financial decisions are made.</p>
<p><u>Maintain Youth 1st provision</u></p> <p>There is potential for Youth First to be the one and only youth provision for Swindon and to seek external funding and employ its own staff as such (set up as a charity with a management committee).</p> <p>Examples can be seen working in other towns and cities such as Bristol which have similar facilities as Youth First but with a staff team of youth workers in place to deliver the work with young people effectively.</p> <p>For full proposal see Appendix A</p>	<p>The proposal is to make savings by reducing the Youth Engagement Service from a targeted service to a smaller service with a specific focus on the most vulnerable children and young people in Swindon. These will include; Children Looked After, Youth Offenders and those at risk of sexual or criminal exploitation.</p> <p>The review will determine a future model for delivery that would in essence only reach those most at risk/vulnerable and provide the minimum statutory duty.</p> <p>Alternative models of delivery could be explored at any time before and after financial decisions are made, but would be reliant on access to as yet unidentified funding.</p>
<p><u>Make no savings against the youth engagement service.</u></p> <p>The rationale for this proposal is;</p>	<p>The rationale made within the feedback is accepted as a fair representation as to the likely impact and issues that young people will face dependent on the option</p>

Youth Engagement Worker Provision Review

Cabinet

Date: 8th February 2017

<p>that the range and severity of the issues young people face mean youth engagement should retain its present capacity.</p> <p>that staff are established, skilled, resilient, motivated, connected both with professionals and families and can offer continuity where other services may not due to staff turnover and competing priorities.</p> <p>that the Council will not be able to discharge its statutory duties regarding education NEET.</p> <p>For full details see online Appendix B, C & G</p>	<p>selected to be taken forward.</p> <p>Financial decisions will be made by Cabinet with this knowledge of potential impact to service delivery.</p> <p>Elected members will make an informed decision taking into account this consultation process and the overall pressures on the Councils Budgets to ensure it is able to set a balanced budget.</p>
<p>The below Appendices give more detail in regards to the above summary and are produced online unedited (other than where it is data sensitive)</p>	
Appendix A	Youth First Proposal, why we have YEWs, why YEWs are unique. Team proposal.
Appendix B	Proposal for no change, case studies.
Appendix C	Partner agencies collated comments,
Appendix D	Young people feedback Central South area,
Appendix E	Parents feedback Central South area.
Appendix F	Parents and Young People Feedback North and Central North area.
Appendix G	In depth analysis of YEW activity and outcomes. Central North staff collated feedback.