

**From :** Mike Hill, Cabinet Member, Customer & Communities  
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**To :** Communities Cabinet Committee

**Date :** 26 April 2012

**Subject :** **Integrated Youth Services: Service Transformation**

**Classification :** Unrestricted

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**Recommendation :**

**Members of the Communities Cabinet Committee are asked to consider and either endorse or make recommendations on the Cabinet Member decision to confirm the detail of a local youth work offer in each district/borough across Kent, combining a directly delivered service from Kent County Council and a range of other youth work provision using a newly-developed commissioning fund.**

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**1. Introduction**

**1.1** On 12 January 2012 Kent County Council's Cabinet Member for Customer & Communities took the decision to continue to fulfil the County Council's Statutory Duty to:

'secure for qualifying young persons sufficient educational leisure-time activities for the improvement of their well-being and sufficient facilities for such activities' : Education Act 2006

This would be done through the implementation of a radical new model of service delivery which combines core KCC delivery with an increased offer to young people of services commissioned through other providers.

**1.2** A key element of the Cabinet Member's decision was to ensure that the youth work requirements of local areas be defined at a local level. To enable this to happen KCC officers have engaged with each of the districts and boroughs to map and understand provision for 13 -19 year olds and identify areas of high need. Detailed local information was presented to and discussed at each of the Locality Boards (or other convened meetings for local elected members).

**1.3** Throughout the process of extended discussions with local councils and local members, KCC's Integrated Youth Service has continued to engage with young people and partners through Youth Advisory Groups and young people's consultation meetings to ensure they are able to identify emerging local priorities.

**1.4** In order to ensure the County Council fulfils its statutory duty under section 149 of the Equality Act 2010, discussions at local level have been informed by the Equality Impact Assessment undertaken which identified key areas of potential impact for groups of young people protected under this legislation – these impacts will need to be mitigated as far as possible during the commissioning process.

## **2. Future Service Delivery**

**2.1** During an extensive public consultation outcomes for youth work and locations for delivery were proposed. As a result of the responses to consultation and ongoing discussions with Locality Boards and other local elected Member groups some original proposals on service location have been redesigned to recognise the need to have local input into the delivery of services. The key priorities for youth work in each area were also considered as a result of responses to consultation and discussions at a local level. The outcome of discussions by the Locality Boards (or equivalent) are included as Appendix A and provide the local information required to inform the design of future service delivery for youth work across Kent.

**2.2** The decision to use a greater range of commissioned providers was taken with a requirement to ensure a commissioning process which did not disadvantage many of the very small and emerging organisations which are critical to the delivery of youth work in local communities. To respond to this need KCC is developing the use of a Dynamic Purchasing System to enable a flexible and practical approach to procuring services. This method creates a level playing field for all organisations to engage in an open framework through which services can be commissioned swiftly and monitored effectively.

**2.3** Throughout the process of Service Transformation KCC has expressed a desire to grow the initial amount for commissioning of services and to date by accessing a portion of the Early Intervention Grant (from central government) this has increased to £1.8m across the whole of Kent – an element of which will be used for the commissioning of infrastructure organisations whose role is to provide training, support and processes such as CRB checks for youth work providers.

**2.4** Funds for the commissioning of youth work at a local level have been allocated using a Resource Allocation Model which is commonly applied for services across Kent. This model takes into account the Indices of Multiple Deprivation 2010 (this includes factors such as population, poor income, employment, housing, health and higher levels of crime) alongside the previous attainment of local pupils in secondary education. The combination of these two factors demonstrates a good measure for the likelihood of young people achieving positive outcomes later in life and therefore is an effective descriptor of local need.

- 2.5** The financial allocations for commissioning for each district/borough are included in Appendix A and are per annum with contracted providers being given initial three-year contracts for youth work delivery.
- 2.6** The future model for service delivery will include services which are delivered county-wide in order to ensure KCC continues to offer a broad range of activities for young people to engage in and that services are delivered to an appropriate quality. These services will involve:
- Acting as the Operating Authority for the Duke of Edinburgh's Award Scheme ensuring opportunities at a district/borough level for young people to engage in personal development through the scheme.
  - Youth Participation activities including the delivery of Kent Youth County Council with elections held regularly at a local level.
  - Outdoor Education facilities in Kent, Wales and Belgium offering challenging outdoor learning opportunities for Kent's young people.
  - Quality Assurance, curriculum development and training opportunities for KCC staff and other providers to ensure the ongoing delivery of high quality youth work activities across Kent.
- 2.7** The delivery of youth work activities across Kent will contribute towards a common set of outcomes for all young people with additional priorities highlighted locally (see Appendix A). This common aim is to enable young people to develop the capabilities which will support them in making positive transitions from childhood to adulthood. These capabilities include the ability to communicate effectively, develop self-confidence and resilience, learn to manage their feelings and relationships well, and develop creativity and problem solving skills.
- 2.8** There is an expectation all youth work delivered across Kent, whether commissioned or directly delivered by KCC staff, will be delivered to the following principles and contribute to the outcomes expected for young people:
- be inclusive; offering an equality of access for young people regardless of gender, ethnicity, sexual identity and/or disability;
  - offer challenging, fun activities which allow for young people to engage in informal education, develop positive relationships and increase personal and social skills;
  - deliver a broad curriculum of activities including (but not exclusively) healthy choices, participation, challenging prejudice, creativity and information and guidance;
  - offer the opportunity for young people to gather and socialise in safe spaces during evenings and weekends;
  - ideally be delivered in dedicated young people's spaces or spaces over which young people have shared ownership;

- develop the participation of young people, involving them in the design, delivery and evaluation of services;
- promote positive relationships between young people and the wider community;
- include access to a range of challenging outdoor education and residential activities to provide key life milestones and opportunities for developing confidence, new skills and interpersonal relationships;
- contribute to a preventative agenda which recognises young people who are more vulnerable and offers pathways to additional support where required;
- celebrate young people's achievements and offer routes for the local and national recognition of young people's learning through award schemes.

### 3. Timescales

The following table demonstrates the expected timescales for implementation of the Service Transformation.

Cabinet Member Decision	2 May 2012
Staff recruitment & selection processes commence	May 2012
Open DPS framework for providers	May 2012
Evaluate potential providers	June 2012
Appoint providers to DPS framework	July 2012
Invitation to tender for local delivery	August 2012
Tender evaluation & contract negotiation	Sept/Oct 2012
New provider contracts issued	November 2012
New service delivery commences	January 2013

### 4. Recommendations

#### 4.1

The Cabinet Member for Customer & Communities will be asked to take a key decision (12/01866) based upon the results of the consultation and extensive discussions with Locality Boards and other locally elected member groups. This decision will need to ensure Kent County Council exercises its statutory duty to provide educational leisure-time activities by:

- Accepting the model of local service delivery described in detail in Appendix A and developing service specifications to meet the requirements of local priorities for commissioning.
- Engaging with young people to act as joint decision makers during the process of recruiting/selecting KCC staff and the evaluation of tender information.
- Continuing to work alongside District/Borough Councils to shape service delivery to meet local need and monitor and review the effectiveness of commissioned providers.

4.2 Members of the Communities Cabinet Committee are asked to consider and either endorse or make recommendations on the decision to be taken by the Cabinet Member for Customer & Communities.

**5. Background Documents**

The following documents are available on [kent.gov.uk](http://kent.gov.uk) :

- Youth Service Transformation Consultation Documents, July 2011
- Youth Service End of Consultation Report, January 2012
- 11 0168 Record of Decision, January 2012

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