

PERTH AND KINROSS COUNCIL

Lifelong Learning Committee
28 May 2014

YOUTH SERVICES AND YOUTH JUSTICE REVIEW

**Joint Report by Head of Children & Families' Services
and Head of Cultural & Community Services**

PURPOSE OF REPORT

This report outlines findings from the Youth Services and Youth Justice Review and the recommended actions to achieve service improvements and required savings from the review.

1. INTRODUCTION

- 1.1 A review of Youth Services and Youth Justice Services was carried out as part of the Council's wider approach to continuous improvement through service transformation. The overall purpose of the review was to remodel the current Youth Services, including commissioned services and Youth Justice Services which are delivered by the Council to respond to the changing needs of young people and deliver better outcomes for them. The review also ensured Best Value was achieved through targeted savings. Savings of £115,000 were agreed by Full Council on 14 February 2013 (Report 13/53 refers). Details of how these savings will be achieved are described in appendix 3. A further saving of £35,000 from 2015/16 was agreed as part of the 2015/16 provisional budget on 13 February 2014 (Report No 14/44 refers).
- 1.2 This report sets out the options to remodel the services in light of the review findings.
- 1.3 The reviews aims were to:
- a. Identify options for how services can be further integrated to ensure our most vulnerable young people get the right support, at the right time.
 - b. Ensure we meet our statutory obligations to young people, including those outlined in the Children and Young People (Scotland) Act.
 - c. Identify options to make best use of financial, staff and other resources.
- 1.4 The services initially in scope of this review were:
- Universal Youth Services delivered by Cultural and Community Services, including provision @scottstreet and in localities.
 - Elements of the Through Care and After Care services delivered by Children and Families' Services.
 - The Youth Justice Team delivered by Children and Families' Services.
- 1.5 However, a key consideration in the review was the potential to extend service integration to other services which are fundamental to the preventative approach which we want to achieve across the system as a whole. These issues are explored later in this report.

- 1.6 This review has been completed in line with the Council's governance requirements for Service Reviews as detailed in the Scoping Paper approved by Education and Children's Services Senior Management Team on 24 July 2013 (Appendix 1). A small project team has been working since early 2014 to develop the options described in section 6 in more detail.

2. NATIONAL AND LOCAL CONTEXT

2.1 National Context

- 2.1.1 The Scottish Government 'Getting it Right for Every Child' (GIRFEC) framework provides the key context on the continuing development of services for young people. Key success factors for the GIRFEC approach are: effective joint working; a focus on early intervention; an integrated assessment and planning process which has the needs of young people at its core; and a service ethos which does not stigmatise young people.
- 2.1.2 The Children and Young People Act places increased emphasis on ensuring the rights of all young people, including the most vulnerable, are promoted and protected through a named person for every child. The Act also extends a responsibility to offer 'advice and guidance' to 'Looked After' young people until the age of 26. The Act was passed in the Scottish Parliament in late February 2014 with an implementation timetable commencing in April 2015. This review aims to anticipate and respond to the additional requirements which it will place on the Council and other statutory partners in respect of young people.

2.2 Local Context

- 2.2.1 In Perth and Kinross, the numbers of young people in crisis are relatively small. This is testament to the effectiveness of integrated working to date. However, the operating context for services is changing (as outlined above) and evidence shows that demand pressures on local services for young people are also changing.
- 2.2.2 The young people who are most vulnerable and/or reach crisis come from a range of backgrounds but include Looked After young people or those who have recently left care, and those in the youth justice system:
- In September 2013 there were 245 Looked After young people in Perth and Kinross, with 197 in local authority accommodation and 48 being supervised at home.
 - There has been a year on year reduction in the number of 'persistent offenders' up to the age of 25, who were previously supported through the Youth Justice Team. There are currently 29 young people being supported, the majority of whom are displaying behaviours that put them at risk of offending.
 - However, there has been an accompanying increase in the number of young people who are a high risk to others and are of a high vulnerability themselves, as well as young people with sexually

concerning behaviours. Evidence2Success highlighted that young people regularly drinking alcohol were 3 times more likely to engage in anti-social behaviour, with 27% of 14 and 15 years olds engaged in anti-social behaviour of some form. Over 50% of young people currently engaged with Youth Justice Team are displaying risky behaviours.

- The numbers of young people who need employability support are also increasing. In 2012/13, there were 1198 requests for employment support to the Youth Service, and in March 2014 there were 490 young people in the More Choices More Chances group (ie not in education, training or employment).
- There are increasing numbers of young people presenting at services requesting housing support. In 2012/13, 170 young people requested support from Youth Services and 34 presented at the Homelessness Service because they were in crisis. These cases are more complex in nature, with alcohol and drug misuse being particular issues. 10 of these young people entered family mediation, with 5 successfully returning to the family home.
- The Wellbank Centre currently has 10 young people accommodated there, 3 of whom have come from local authority accommodation, whilst the remaining 7 have presented as “in crisis” and had little contact with local authority services previously.

2.2.3 Drivers for these changes in demand pressures on services include the impact of welfare reform, particularly on young people and families living in poverty, historical parental drug and alcohol abuse and wider chaotic family backgrounds.

2.2.4 Inconsistent approaches as to how we support our young people transitioning into adulthood has a dramatic effect on their development, and has been identified by the Council’s own research (through Evidence2Success) as well as a wealth of earlier research, showing that the path to offending begins at least in early adolescence. This research also highlights the importance of supporting young people at key transitional moments in their life.

2.2.5 A preventative approach across the system as a whole is required, to ensure the right interventions are made in the lives of our children and young people, in ways which shift the balance of public spend away from crisis intervention and towards prevention. Sustaining young people in education and subsequently into future employment is key to improving life outcomes and lifting people out of poverty.

2.2.6 The measures in the Children and Young People Act which relate to children will be implemented and reported on separately. There is a fundamental link between the Community Planning Partnership (CPP) and the Council’s approach to early years and implementation of GIRFEC (including the CPP’s role in the National Early Years Collaborative and the Council’s Evidence2Success project). These strands of work are overseen by the Early Years Programme Board.

3. CURRENT SERVICE MODEL

- 3.1 Currently services for young people are delivered through separate operational teams which have some areas of overlap. The services in scope of this review are outlined below. In addition to these teams, targeted social work teams provide support to the most vulnerable young people and their families:
- Universal Youth Services.
 - Through Care
 - After Care
 - Youth Justice
- 3.2 The Youth Services Team provides non-statutory universal services from @scottstreet and in localities. The team also plays a key role in signposting young people to other services and support so they get the right service at the right time.
- 3.3 Support for all young people in Perth and Kinross at the point of transition into adulthood, including those who are Looked After is delivered through @scottstreet, which opened in 2010, and provides a good starting point for further service integration.
- 3.4 Locality services include youth clubs, drop-in sessions, youth cafes and engagement or diversionary activities delivered throughout the year. This work is currently delivered in localities configured around Eastern Perthshire, Perth City, Highlands, Strathearn and Kinross.
- 3.5 Youth Services also delivers a wider programme of achievement and personal/social development opportunities for young people. These include Duke of Edinburgh's Award (DofE), Youth Achievement Awards, John Muir and Millennium Volunteer Awards, volunteering and active citizenship within the local and wider community, positive alternatives to risk taking or nuisance behaviours, support around employability, etc.
- 3.6 The Young People's Health Team are based in Scott Street once a week and offer a complete range of health support including healthy eating, mental health and sexual health. They are able to offer contraceptive advice and undertake pregnancy testing. There is also a weekly Web project who are a specialist third sector organization and part of CAIR Scotland focusing on drug and alcohol and sexual health counselling based support. There is also a general health session facilitated by a Youth Worker and an NHS trained Youth Worker.
- 3.7 @scottstreet is the only model of its kind in Scotland, and is nationally recognised for the value of its 'no wrong door' approach to young people which engages them in a non-stigmatising way in these wider services and opportunities. Maintaining this approach in a climate of reducing public finances will require increased rigour and focus on data/evidence-led approaches.

- 3.8 In March 2014, 421 young people are registered @scottstreet and in 2012/13 2420 young people accessed services in localities and/or are engaged in wider opportunities such as DofE or volunteering.
- 3.9 The Throughcare After Care Services (TCAC) provides statutory support to young people who have been in the care system and young people preparing to leave care. It focuses on the preparation required for transition into independent living and also supports young people when they have left care to help them live independent lives. It is a small specialised team which works closely with social workers, carers, education, health and other services/professionals across Perth and Kinross in supporting young people during their time in care. Young people are allocated a targeted Throughcare and Aftercare worker who takes over from their social worker and works with them on a “pathway plan”, which is the main mechanism coordinating support when they leave care. Currently (2012/13 figures), the team is providing throughcare/aftercare support to 132 young people.
- 3.10 The Youth Justice Team provides a statutory function of supporting young people between the ages of 12 and 16 years old, who have come to the attention of police, Children's Reporter, courts or other services. It provides assessments, reports and develops agreed plans that support young people and their parents or carers. This includes linking in with other services such as education, benefits, employment and housing. Currently the team is supporting 29 young people, and supported a total of 209 in 2012/13.
- 3.11 Whilst not in scope of this review, there are other key services which are fundamental to the efficacy of the system as a whole in supporting young people. The review has identified the need to investigate and strengthen working links with these services in particular:
- Community Link Workers (CLWs) - located around school clusters in Perth and Kinross which are intended to provide targeted support to more vulnerable children and their families within a community context. On average, each CLW has a caseload of 20 young people and families. CLWs are a valuable resource but, the review found evidence that the CLW expertise could be more effectively and strategically aligned within the wider system of services for young people as a whole.
 - Housing Options - the Youth Homelessness Service is currently dealing with approximately 20 young people presenting as homeless. In 2012/13 a total of 73 young people were classed as homeless and in need of various Council accommodation. Some of these are “repeat presenters” from families long known to services, suggesting that interventions at an earlier point are not having the necessary impact.
 - The range of multi-agency planning and co-ordination groups in place across the Council which are remitted to plan and oversee the support requirements for individual young people is also crucial to ensuring effective integrated working and shared understanding of young people's needs, from the young person's perspective. The review found there may be some overlap between these across the range of service partners.

For example there are separate groups established to look at employability, homelessness, youth justice and complex care needs.

3.12 There are also a range of third sector providers delivering universal youth services, early intervention and restorative work in schools and within the community through SLAs with the Council. In some localities there is overlap between Council Youth Service provision and that offered by local voluntary and community groups. These relationships need to be more fully understood and local groups enabled to strengthen or increase provision, which may result in a change to some locality based Youth Service provision.

4. REVIEW FINDINGS

4.1 As outlined above, the changing needs of young people in Perth and Kinross, the developing national policy agenda and reducing public finances make this the right point to review the current service model.

4.2 Key review findings are:

- There is some duplication/overlap between the teams in scope of the review, so that different teams sometimes ‘work’ the same young people and families.
- Integrated planning and delivery could be strengthened to ensure prevention work with young people happens at the right point in their lives.
- Universal service provision for young people could be better targeted at young people displaying risky behaviours or vulnerability than is currently the case.
- Effective working at practice level – which is very strong - needs to be echoed at strategic level, ensuring a clear overview of the system as a whole is maintained and total public spend on youth services is aligned to the right points in the system, with an emphasis on prevention and early intervention.

4.3 The review found support from both professionals and young people to co-locate Youth Services and Youth Justice Services together with other Council services @scottstreet. Young people have a high regard for the ‘one stop shop’ model which Youth Services and Through Care After Care have been running for the past 4 years. The review found that both staff and young people felt access to support could be more closely integrated to meet young people’s needs, and also that @scottstreet could do more to ‘join up’ with the work that is going on in localities. In this model, @scottstreet would act as the base for strategic planning, and as “a centre of excellence” for integrated work with young people.

4.4 The review identified opportunities to refocus locality based services to achieve flexibility in meeting the needs of remote rural communities and at risk/vulnerable young people. There is the opportunity to create multi-disciplinary teams within localities, building on the existing roles of Youth Workers, Community Learning Assistants and Community Link Workers.

- 4.5 The review also identified opportunities for strengthening wider collaboration between Council services and other partners. For example the new Housing Options (Homelessness Services) could provide drop-in advice to young people @scottstreet and work more closely with CLWs in schools to identify young people at risk of experiencing homelessness.
- 4.6 Currently there is no single management information system to support joint planning and service delivery. There is scope to integrate existing systems so all teams are using the same core data and evidence to inform planning and delivery.
- 4.7 From these findings the review has identified scope to:
- Integrate the universal Youth Services Team, Youth Justice and TCAC teams more closely to ensure a clear strategic overview of how services are planned and delivered around young people as a whole. During the review, Youth Justice Services were co-located (in March 2014) with Youth Services at Scott Street. This was for operational reasons as the lease for Youth Justice Team accommodation was due to expire.
 - Redesign / reshape @scottstreet to better meet the changing needs of young people in Perth and Kinross.
 - Better integrate the planning and delivery of services from @scottstreet and in localities, to ensure the right balance is maintained across Perth and Kinross as a whole, and ensure locality provision is more responsive and accessible for young people particularly in rural areas.
 - Remodel employability support ('Opportunities for All') as critical for supporting young people to ready themselves for life and work, and support those already in work and education to sustain these opportunities.
 - Improve the information systems used to plan services and share information about young people between teams, to ensure planning and delivery is as well joined up as possible.
 - Review current Service Level Agreements with third party providers, to ensure a clear focus on priority needs and to achieve best value.

5. OTHER ISSUES IDENTIFIED BY THE REVIEW

- 5.1 Whilst not in scope, the review also identified a need to consider Youth Services in the context of the wider service "offer" to families with complex needs. At times this can involve multiple agencies engaging with a single family over a significant period of time, without necessarily delivering improved sustained outcomes. It is recommended that a further review of the support to complex families, particularly at the key life stages of pre-birth, early years and school transition points to build resilience and improve outcomes be carried out. Links with the Early Years Programme Board and the CPP Children and Young People's Strategic Group will be central to this.

6. OPTIONS FOR IMPLEMENTATION

6.1 A key consideration for this review has been the crucial connections between the services in scope of the review and wider services delivered by the Council and partners. There is potential for more wide-reaching service integration and service redesign which would bring these wider services into scope.

6.2 Four options were examined during the review and are outlined below:

Detailed analysis of each option is provided in Appendix 2.

Option 1

Base case - status quo. This would not achieve the required savings or realise the benefits of service integration identified in this report.

Option 2

Service integration of Youth Justice and Youth Service in Scott Street which is a 'de minimus' option which would set the stage for longer-term service integration. Required savings would be achieved by deleting current vacant posts and reductions to other operating budgets. These are set out in Appendix 3 along with anticipated impacts.

Option 3

More advanced service integration at Scott Street/within localities.

This option would extend the current model of current multi-agency working by extending the existing arrangements between TCAC and Youth Justice. The re-designed service will provide a single point of contact for young people and families and co-ordinate multi-agency contributions to packages of support. The ability to provide a seamless service to young people who are either presenting with risky behaviours/displaying vulnerability or seeking to access DofE provision or employability support will be enhanced by integrating the 2 services within Scott Street. Co-locating Youth Justice within Scott Street will also build on the existing strong links with TCAC Service. Additional work will need to be carried out to integrate management and reporting systems. Scott Street will act as the main hub for youth based activity, delivering specialised services and large scale projects such as Duke of Edinburgh awards which cannot be efficiently delivered within localities, and providing strategic direction to locality-based services (see below).

Space within Scott Street would be redesigned to provide more space for young people. Links with 3rd sector providers, housing support and other public sector services will be strengthened, both at Scott Street and within localities. Option 3 will also aim to rationalise SLAs with 3rd party providers from 2015/16 onwards, and strengthen joint information management and case conferencing arrangements between Council services and partners.

There are many good practice examples of integrated locality working across Perth and Kinross, but these are not supported by consistent locality team structures and instead are arranged along traditional service, rather than multi-disciplinary team structures. This option would therefore implement new integrated locality teams comprising Youth Workers, Youth Justice, Community Link Workers, Community Capacity Building Workers and Adult and Family Learning staff.

This option would also achieve the £110K savings identified for Youth Services and Youth Justice which was agreed by the Council in February 2013 in setting the provisional 2014/15 budget. The Council also agreed in setting the final 2014/15 budget and the provisional 2015/16 budget that a further £35,000 saving should be achieved. This £35k savings will be achieved through the integration of services at Scott Street and in localities and an update report will come back to Lifelong Learning Committee detailing proposals for these savings in January 2015.

Option 4

Full Service redesign with new multi – disciplinary teams at Scott Street and in localities.

This option proposes fully integrated locality based teams made up of those services currently in Cultural & Community Services and Children and Families' Services, but with further integration beyond that proposed in Option 3 to bring further Council services including housing, social work and community safety into scope. In the context of Community Planning and the emerging agenda around joint resourcing between different Community Planning partners, options for further integration with key partners including health, 3rd sector providers and police could also be investigated.

This option would enable a tight focus within the young people and families most in need and enable a whole family approach to be implemented, with vulnerable young people and those displaying risky behaviours identified at a much earlier time with the most effective preventative measures then delivered by public services as a whole. Potential savings for this option are currently unknown and would need to be investigated in more detail.

7. CONCLUSION AND RECOMMENDATIONS

7.1 It is recognised that moving to a fully integrated service model as set out in Option 4 will involve significant change and further investigation of the current working links with other key parts of the system. Option 3 represents an incremental step towards full service integration.

7.2 It is recommended that that the Committee:

- (i) Approves Option 3 is implemented over the course of 2014, with the Project Team preparing a detailed implementation plan and proposed staff model/training plan; and

- (ii) Approves the Project Team is tasked with developing a new staff model for the implementation of Option 3 and investigate what is required to plan and implement further service integration as described in Option 4.

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Approved

Name	Designation	Date
John Fyffe	Executive Director (Education & Children's Services)	24 April 2014

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Council Text Phone Number 01738 442573

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	n/a
Sustainability (community, economic, environmental)	
Legal and Governance	
Risk	
Consultation	
Internal	Yes
External	n/a
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 This report supports the achievement of the following Community Plan Strategic Objectives:
- Creating a safe and sustainable place for future generations
 - Developing educated, responsible and informed citizens

Corporate Plan

- 1.2 The Council's Corporate Plan 2013-18 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-
- (i) Giving every child the best start in life
 - (ii) Developing educated, responsible and informed citizens
 - (iii) Promoting a prosperous, inclusive and sustainable economy
 - (iv) Supporting people to lead independent, healthy and active lives
 - (v) Creating a safe and sustainable place for future generations

This report relates to Objectives No (ii) and (v).

1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Change and Improvement

2. Resource Implications

Financial

2.1 The review savings of £115,000 are detailed within Appendix 2

Workforce

2.2 There are workforce implications, however until the Options are worked through it is not able to determine exact numbers at this time.

Asset Management (land, property, IT)

2.3 The review has identified the need to rationalise / utilise the space at Scott Street and release space currently occupied by Youth Justice team.

3. Assessments

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The review to date has not required an EqIA but an impact assessment will be carried out by the Summer of 2014

Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This section should reflect that the proposals have been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Legal and Governance

3.3 The Head of Legal Services has been consulted on this report.

Risk

- 3.4 Key risks are highlighted within Appendix 2

4. Consultation

Internal

- 4.1 Executive Director (Education and Children's Services), ECS Senior Management Team and the Modernising Government Member Officer Working Group have been consulted

External

- 4.2 No external consultation has taken place.

5. Communication

- 5.1 A communications plan has yet to be developed.

2. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

Appendix 1 – Youth Services and Youth Justice Scoping Report (24 July 2013)

Appendix 2 – Options Appraisal

Appendix 3 – Budget saving proposals



**PERTH AND KINROSS COUNCIL
EDUCATION AND CHILDREN'S SERVICES**

**REVIEW OF YOUTH SERVICES AND
YOUTH JUSTICE**

**SCOPING REPORT BY
HEAD OF CHILDREN & FAMILIES SERVICES
AND
HEAD OF CULTURAL & COMMUNITY SERVICES**

24 JULY 2013

ABSTRACT

This paper comprises the scoping report for the Review and redesign of Youth Services and Youth Justice

1. INTRODUCTION

The Council currently delivers or commissions from providers a range of services for young people which provide support and interventions on a continuum ranging from universal youth service provision, to targeted support for young offenders. Targeted provision also exists for Looked after Young People (LAYP) and those accessing Throughcare services. Some young people access a range of these services simultaneously.

The objective of the review is to identify how services can be further integrated to ensure our most vulnerable young people get the right support, at the right time, in ways which make best use of financial, staff and other resources and ensuring we meet our statutory obligations.

The review is intended to deliver recurring revenue saving of £115,000 from 2014/15 onwards. (Split over two years from 13/14 notionally £50k – Youth Justice / £75K Youth Services)

2. BACKGROUND

2.1 National Context

The Scottish Government 'Getting it Right for Every Child' agenda has a strong influence on the continuing development of services for young people. Access to a proportionate and coherent range of supports which are delivered in a non-stigmatising way; collaborative working with a focus on early intervention; an integrated assessment and planning process which has the views of young people at its core; must all be reflected in the way in which we deliver services. The Children's Bill places a renewed emphasis on

ensuring the rights of all young people, including the most vulnerable, are promoted and protected.

The Bill also extends a responsibility to offer 'advice and guidance' to 'Looked After' young people until the age of 26 in a way which will actively encourage engagement.

The development of a Whole System Approach to addressing the needs of young offenders and those at risk of offending, requires effective collaborative working, as does the focus on 'employability' for young people, particularly those requiring aggressive outreach.

2.2 Local Context

Currently services for young people are delivered through separate operational strands which have areas of overlap, including Third Sector providers delivering universal youth services, early intervention and restorative work in schools and within the community, and targeted social work support to the more vulnerable young people and their families.

There has been progress towards delivering support for all young people at the point of transition into adulthood, including those who are looked after through the successful @scottstreet.

There has been a year on year reduction in the number of 'persistent offenders' up to the age of 25, who were previously supported through the Youth Justice team, however there has been an increase in the number of young people demonstrating a high risk to others and a high vulnerability themselves, and also young people with sexually concerning behaviours

2.3 Current Service Model

Services provided through four separate areas:

- Youth Services
- Children and Families – Looked after
- Throughcare Services
- Youth Justice

3. TERMS OF REFERENCE

3.1 SCOPE /AIM

This review will result in a more closely integrated and streamlined service delivery model, which will target the right support, at the right time, to our most vulnerable young people and make best use of financial, staff and other resources whilst providing a universal Youth Services and providing development to build community capacity and third sector.

3.2 OBJECTIVES:

- Identifying and agreeing the joint outcomes across current individual services to be delivered by a new service model

- Reviewing and developing the evidence base so that needs are clearly understood and redesigned services are targeted appropriately at highest priority need
- Mapping existing service provision and resources (including staff skills) to identify gaps or duplications
- Mapping key business systems (eg caseload management) to identify gaps or duplications
- Benchmarking the current service models with other relevant comparators in Scotland/elsewhere
- Ensuring that data and evidence gathered supports a wider shift to preventative approaches in how we work with young people
- Developing the new service delivery model including resource allocation, staff structures and business systems
- Develop more integrated Employability pathways for vulnerable young people
- Deliver targeted saving of £115,000 as part of this review

3.3 Options for investigation include:

3.3.1 More integrated working around Scott Street.

3.3.2 More integrated/multi-disciplinary teams.

3.3.3 More integrated core/cluster working which promotes locality development.

(Wholesale review based on localities using GIRFEC at centre and developing a structure on priorities within localities)

3.4 The list of options is not complete and may extend or contract as part of the review process.

3.5 A corporate set of guiding principles will be applied to the options appraisal process (see Appendix 1).

4. METHODOLOGY

4.1 The review will be conducted by an external consultant in conjunction with internal resource group.

4.2 The methodology used to conduct the review will seek to challenge the existing methods of service delivery and management of Youth Services and Youth Justice, analyse and compare strategic and operational business processes and benchmark externally, consult with the relevant stakeholders, collaborate with community partners and consider, through option appraisal, the alternatives.

4.3 Option appraisal assessment criteria will be classed under Suitability/ Feasibility/ Acceptability:

- Can the services be sustained ie ongoing revenue and capital investment programmes?
- Will the services meet both internal and external customer expectations?

- Will the services improve customer satisfaction?
- Will the services improve joint working with other providers/key agencies/Council services??
- Will there be efficiency savings?
- When would we re-coup any investment?
- Does it take into account any future partnership working arrangements?
- Will services meet statutory requirements?
- Staffing implications?
- Financial implications?
- Facilities implications?

These criteria will be further refined as part of the review consultation process.

4.4 The following management arrangements will be put in place to ensure clear and robust governance of the review:

- The Project Sponsor will be Depute Director, Education and Children's Services
- The Senior Responsible Owner will be the Head of Children and Families Services
- The review will be undertaken an external consultant with a reference group made up of representatives from each of the four areas.
- Reports will be shared with EOT; ECS SMT and Project Board.

5. KEY DELIVERABLES AND TIMESCALES

A key deliverable of the review will be the final report (see Appendix 2 template) and associated improvement plan by 31 March 2014. A high level project plan outlining the key Phases of this review is attached (Appendix 3).

6 RISKS

High Level Risk Assessment – ***STILL TO BE COMPLETED***

Risk	Impact (1-5)	Probability (1-5)
There is a risk that any new Service Model does not address the needs of Young People	4	3
There is a risk that any new Service Model does not represent value for money	4	3
There is a risk that any new Service Model does not reach those most vulnerable out in communities	4	3

7. RESOURCE IMPLICATIONS

The review is scheduled to take place from **May 2013 to March 2015**

Investment in Improvement Fund (IIF) 4 money has been allocated to this project.

Staff within the relevant Service areas will require to be made available to work with the reviewing officer.

8. CONSULTATION

Executive Director Education and Children's Services and ECS Senior Management Team have been consulted in the preparation of this report.

9. CONCLUSION

This paper comprises the scoping report for the Review of Youth Services and Youth Justice

**Head of Children & Families' Services
and
Head of Cultural & Community Services**

Review of Youth Services and Youth Justice – Project Plan					
Phase	Task Description	Responsible	Timescale	Complete	Deliverable
Phase 0	<p>Scope / ToR - develop - approve</p> <p>Governance – Project Board set up</p> <p>Resources - Project Mgr confirmed - Project Team / Consultants</p>		<p>July 2013</p> <p>Aug 2013</p> <p>Aug 2013</p>	<p>July 2013</p> <p>Aug 2013</p> <p>Aug 2013</p>	
Phase 1	<p>Baseline</p> <p>Current levels of performance:</p> <ul style="list-style-type: none"> - Pl's - Costs - Strategy / Policies/ Processes - Good Practices - Structures - BV Reviews / Audits 		July / Aug 2013	Aug 2013	
Phase 2	<p>Investigation</p> <ul style="list-style-type: none"> - Research - note assumptions - Benchmark / comparators - Market test results - Consultation: <ul style="list-style-type: none"> - Who – staff; public; elected members - when, - how - focus groups; interviews / questionnaires; - Conduct EqIA - Conduct SEA 		<p>September 2013</p> <p>Sept – Dec 2013</p>	<p>Sept - Dec 2013</p>	
Phase 3	<p>Options for Investigation:</p> <ul style="list-style-type: none"> - What are they? 		October 2013	Oct 2013	

Review of Youth Services and Youth Justice – Project Plan					
Phase	Task Description	Responsible	Timescale	Complete	Deliverable
	(Investigation and formal appraisal of options to establish an agreed combined delivery model for PKC) Evaluation criteria (Suitability, Acceptability, Feasibility, Sustainability / Economic Benefit) - Options appraisal complete				
Phase 4	Report - Key recommendations - £115,000 savings - Report and implementation plan		December 2013	Feb 2014	
Phase 5	- Business Case developed from Final Report - Report to Committee - Communications Plan developed and implemented		March 2014	April – May 2014	

APPENDIX 2

Option 1 – Maintain existing model of services provided through 4 separate areas: Youth Service, Youth Justice, TCAC and Children and Families LAC.		
Key Drivers	Benefits of implementation	Risks associated with implementation
<ul style="list-style-type: none"> • Early and Effective Intervention (EEI). • Preventing offending behaviour by Young People: Framework for Action. • Children and Young People's Act. • Improving outcomes for all Young People. 	<ul style="list-style-type: none"> • Staff stability. • Service provision uninterrupted. • Services maintain current good performance. 	<ul style="list-style-type: none"> • Model does not address emerging trends of vulnerability and risk. • Does not address young persons need in the whole. • Does not contribute to strategic planning of services. • Does not address needs of young people in localities. • Does not maximise partnership arrangements. • Multiple entry points into services. • Learning across services not maximised. • Limited information sharing. • Model does not deliver value for money.
Option 2 – More integrated working around city base @Scott Street through co-location of Youth Justice Team and Youth Services and Throughcare and Aftercare at scottstreet		
Key Drivers	Benefits of implementation	Risks to successful implementation
<ul style="list-style-type: none"> • Evidence²success research addressing risk and vulnerability. • Focus on early and effective intervention and prevention. • Improvement of outcomes for all young people. • Deliver value for money across services. • Need to improve strategic planning and operational delivery. 	<ul style="list-style-type: none"> • Provides one stop shop. • Builds on staff skills and expertise. • Builds on existing working relationship of Youth Service, TCAC and Youth Justice. • Increases capacity at Scott Street to work with young people. • Young people can access services in a non-stigmatising way. • Utilises existing facilities at Scott Street, office space and resources. • Youth Justice able to add value to the 	<ul style="list-style-type: none"> • Re-configuration of space required for staff and young people. • Services will still plan separately with lack of strategic planning. • Staff teams won't work to joint outcomes. • Potential duplication in recording work and outcomes if no shared MIS put in place. • Doesn't strengthen or join locality offer with the centre. • Doesn't maximise possible savings available with closer integrated working.

<ul style="list-style-type: none"> • Children and Young People's Act. • Consistent reduction in offending rates. • Youth Justice prioritising employability. • Increasing numbers of vulnerable young people presenting at Scott Street. 	<p>work of Youth Service around risky behaviours.</p>	
<p>Outcome: Model works well at a practice level supporting young people presenting at Scott Street but does not strategically support those who are at risk and are vulnerable and therefore synergies with other parts of other services are unexplored and not joined up for the benefit of young people. Co-location itself will bring benefits but without maximising the opportunity presented by closer integrated working.</p>		

Option 3 – Partly integrated working via multi-disciplinary teams working within localities and Scott Street.

Key Drivers	Benefits of implementation	Risks to successful implementation.
<ul style="list-style-type: none"> • Ensuring pathways to employability are in place. • Increased focus on prevention. • Integrated place based working. • Locality planning and resource allocation. • Need to improve strategic planning and operational delivery. • Evidence2success. • Reducing barriers to services. 	<ul style="list-style-type: none"> • Builds on some good partnership working already taking place in communities, particularly around Community Campuses. • Shared skills growth across staff teams. • Facilities saving with Youth Justice moving into Scott Street. • Strengthens collective accountability. • Builds on current locality planning work. • Reduces duplication and waste. • Better join up of services for our most vulnerable young people. • Builds on assets within the local 	<ul style="list-style-type: none"> • Requires staff understanding of different services with formal and informal professional development opportunities required. • Accommodation in localities needs to be fit for purpose. • Joint planning of budgets required. • Requires joined up approach where centre and localities both work to same priorities and outcomes. • Lack of consistency of offer across localities. • Fundamental re-structure of services may be required to maximise delivery model.

<ul style="list-style-type: none"> • Children and Young People's Act. • Achieving best value for money within existing resources. 	<ul style="list-style-type: none"> • Supports young people within their own communities. • Increases visibility and accessibility of services. • Develops and delivers shared outcomes. • Links with work of Community Capacity Building Team, Community Link Workers, Adult and Family Education. • Compliments and adds value to Community Planning Partnerships. • Develops a stronger sense of place across services. 	<p>community.</p>
<p>Outcome: Model requires structural and operational considerations for effective multi-agency working. Roles to be aligned to a new structure to ensure there is governance, strategy, processes and delivery methods in place from which multi-agency working can foster high quality relationships across professional boundaries in localities to meet the needs of all young people.</p>		

<p>Option 4 – 'Integrated Young Persons Support Service.' Fully integrated working at Scott Street and within localities.</p>		
<p>Key Drivers</p>	<p>Benefits of implementation</p>	<p>Risks to successful implementation</p>
<ul style="list-style-type: none"> • Evidence 2 success. • Placing early and effective intervention at the heart of all services. • Maximising staff skills within a shrinking workforce. • Introduction of the Key Worker/Lead Professional 	<ul style="list-style-type: none"> • Integrated model of service provision. • Services wrapped around the needs of young people. • Core offer of employability support. • Evidence base to demonstrate outcomes achieved. • Utilises GIRFEC planning model. • Universal and targeted provision 	<ul style="list-style-type: none"> • Strategic planning of resources and staff required. • New outcome framework required. • Staff training and support to understand the roles they will play • Building new team which reflects best practice and key worker model and Team around the Child. • Require new management framework –matrix management where the skills of staff are matched to

<p>role.</p> <ul style="list-style-type: none"> • Children and Young People's Act. • Designing services for the Improvement of outcomes for all Young People within an evidenced programme approach. 	<p>under one roof/same shop front.</p> <ul style="list-style-type: none"> • Professionals gain access to other systems that support recording and monitoring. • Facilities savings with Youth Justice moving into Scott Street. • Enhances referral pathway. • Place based delivery can be developed further with other services. 	<p>service outcomes, maximising skills base.</p> <ul style="list-style-type: none"> • Longer term investment required in one management information system for the one integrated service. • Wrap around services will need to be engaged and committed to this approach.
<p>Outcome: Fully integrated approach to service delivery for the benefit of young people across Perth and Kinross built on integrated governance, strategy, processes and delivery. Centre and locally working built on central team at Scott Street and locality teams. Matrix management supports integrated leadership and service delivery. Extending the quality of service @Scott street council wide through place based delivery. Wholly integrated locality based youth support service incorporating all the elements of information, advice, guidance, intensive support and positive activities for young people.</p>		

Appendix 3

Recommended Savings

Recommended action	Saving (£)	Staff at risk (FTE)	Impact and Mitigating Actions
1. Reduce discretionary and sessional staff training budget.	4865	None	<ul style="list-style-type: none"> No impact as all staff currently trained to high standard but competencies and knowledge will need to be maintained through provision of low cost learning opportunities for staff.
2. Reduce sessional staffing on Duke of Edinburgh project (currently vacant).	11300	0.56	<ul style="list-style-type: none"> Minimal reduction in capacity of DoE team but existing staff can work flexibly to provide sessional work.
3. Reduce spend on additional rights hours provision.	2165	None	<ul style="list-style-type: none"> No impact as current service levels can be maintained with existing staffing resource.
4. Reduce National Entitlement Card budget.	12876	0	<ul style="list-style-type: none"> No impact as current demand for NEC replacements can be met with reduced budget.
5. Delete 6 vacant community learning assistant posts and reduce further 1 from 10hrs to 5hrs.	28794	1.2	<ul style="list-style-type: none"> As the posts are currently vacant there is no impact on provision and the future integration of services working with young people will provide more joined up engagement with targeted young people. From 1st April there will be a supply pool of youth workers available to be deployed across localities. No impact as service provision can be met with existing staffing resources.
6. Delete Senior Social Care Officer Post.	36184	1.00	<ul style="list-style-type: none"> No impact as service provision can be met with existing staffing resources.
7. Youth Justice Team vacate St Catherine's Road providing a saving in rent.	6240	0	<ul style="list-style-type: none"> No impact as Youth Justice Team co-locating at Scott Street city base.
8. Delete vacant Youth Justice clerical post.	12576	1.00	<ul style="list-style-type: none"> No impact as Youth Justice have clerical worker attached to them and there is also clerical support based at Scott Street.
Total			
£115K			

