

Appendix A: Youth and Adolescent Services Options Appraisal

1. Summary

- 1.1. This document sets out a range of options for the future of Youth and Adolescent Services in the London Borough of Sutton. These options have been developed as part of a council wide exercise to identify potential efficiencies in the light of future funding reductions.
- 1.2. The options set out are considered against the following aims:
 - Increased focus on targeted services to ensure that those that are most in need are supported.
 - Assurance on the delivery of the council's statutory duties in relation to Youth Services, Youth Engagement and Targeted Youth Support.
 - Ability to demonstrate sustainable revenue savings whilst maximising the offer within Sutton.
- 1.3. Under government guidance, local authorities are responsible for securing, so far as is reasonably practicable, a local offer that is sufficient to meet local needs and improve young people's well-being and personal and social development. There is also a requirement to track and monitor the destination of all young people in the local authority, offering targeted support when needed to those who are NEET.
- 1.4. The council faces a significant funding reduction, with a requirement to reduce the council budget by £40 million by 2018/19. Just over £9 million of this saving is to be made from Children's Services within the People Directorate. As such, savings identified as part of a change in the Youth and Adolescent Services delivery model will contribute towards this target. Whilst the council has had to scale down the number of delivery sites and staff within the service in recent years, it has to date continued to fund and deliver a Universal offer. As budget pressures increase, a review has taken place into future service delivery with a view to developing a sustainable and more cost effective model.
- 1.5. Whilst several potential service models are outlined within this paper; the following option is recommended for further consideration:

Option 5: Cease to provide all but statutory duties

- 1.6. Subject to Committee approval the proposed Models will be put to a public consultation including:
 - Feedback from service users – both young people and parents – through facilitated workshops and surveys.
 - Feedback from associated services including internal teams and partners e.g. police, YOT, Social Care, Schools, Public Health, Voluntary organisations.
 - Engagement with local providers and existing Forums e.g. the Youth Forum and NEET Forum.

2. Background

2.1. This paper considers future delivery of the following services that sit within the Integrated Services for Young People (ISYP):

- **The Youth Offer**
- **Youth Engagement** – including Youth Parliament
- **Targeted Youth Support** – comprising NEET and Raising Participation Age work
- **Duke of Edinburgh's Award** – management and administration of the Sutton Open Award Scheme (SOAS) and license holder for the borough.

The Youth Offer

2.2. The aim of the Youth Offer is to improve outcomes for young people at an early stage to support young people to move into adulthood successfully.

2.3. The following statutory duties apply to the provision of Youth Services:¹

- A duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being.
- Local authorities are responsible for securing, so far as is reasonably practicable, a local offer that is sufficient to meet local needs and improve young people's well-being and personal and social development
- Local authorities should do all that is reasonably practicable to secure a sufficient local offer for young people, including consideration of statutory guidance and benchmarking performance to drive continuous improvement.

2.4. In Sutton, Youth Offer services can be split into the following:

- Open Access / Universal – open to all young people (although priority will always be given to residents) aged 13-19 or up to 25, voluntary engagement
- Referral / targeted – open to individuals meeting specific criteria / following referral by other services in order to address specific needs. This work can be delivered either on a one to one basis or through group work.

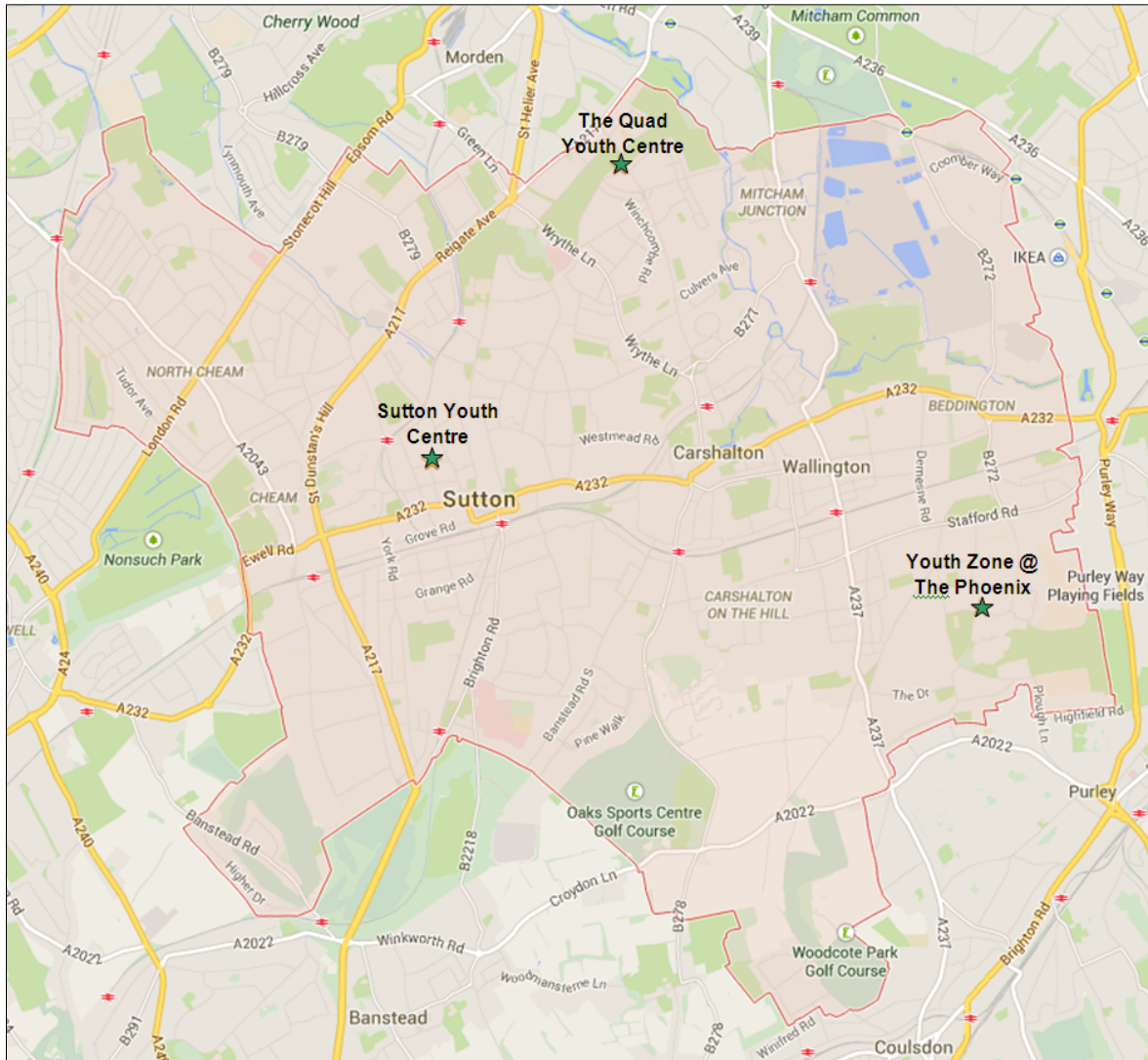
2.5. The service is delivered by a team of youth workers supported by a small pool of sessional youth workers. Staff within the service work across both universal and targeted provision.

2.6. The Youth and Adolescent Service currently operates out of three main sites as follows:

- The Quad Youth Centre (which also acts as a base for the Joint Adolescent Service - JAS, Youth Offending - YOT and Targeted Youth Support teams).
- Sutton Youth Centre
- Youth Zone @ The Phoenix

¹ Section 507B of the Education and Inspections Act 2006

2.7. The location of the Youth Centres is shown below:



A bus, 'The Urbie' is also available for engagement work.

2.8. Specific areas of work include:

Open Access / Universal	Targeted / by referral
<ul style="list-style-type: none"> • Open access evening sessions (universal) available four days a week (across three sites). • Youth FM (universal) a youth radio station (based at The Phoenix) • Holiday programmes (universal & targeted) • Youth Service web site – ongoing updates and maintenance http://www.suttonyouth.org/site/ 	<ul style="list-style-type: none"> • Groupwork approximately five sessions per week – accessed by referral / voluntary engagement (self-referral) • Intensive 1:1 support to young people – commonly known as PAYP (Positive Activities for Young People) – professional referral only • Outreach support to young people • Direct support to Families Matter (a council team working with vulnerable children and young people aged 0-19 and their families who present with complex needs below the threshold for

Open Access / Universal	Targeted / by referral
	statutory intervention). <ul style="list-style-type: none"> • Drop in group work to support vulnerable young people • Holiday programmes

2.9. In addition to directly delivering services to young people, the council facilitates the Youth Forum and liaises with other local providers. The council also contributes funds to the local CVS as part of the Infrastructure Fund contract towards their role in supporting youth providers by providing advice during set up (e.g. developing a safeguarding policy, insurance etc.).

Youth Engagement (Universal)

2.10. The Youth Engagement team is responsible for bringing together all Youth Engagement activity in the borough to avoid duplication and encourage consistency.

2.11. There is a statutory duty for local authorities to take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them.²

2.12. To support this, the team currently engage with young people through a number of events including:

- Sutton Youth Parliament and elections - a platform for young people aged 11-19 to be involved in local and national youth issues and decision making that affects young people through fortnightly meetings.
- Youth Summit – annual event attended by approx. 100 young people from across the borough with Councillors and officers from the council and key partners / forums.
- Inter schools debate
- National Take Over day
- Youth Celebration Event – held for the first time this year.

NEET Targeted Youth Support Work

2.13. The council is responsible for the following statutory duties in relation to the NEET Service:³

- To make available to young people below the age of 19 support that will encourage, enable or assist them to participate in education, employment or training.
- To secure suitable, sufficient education and training for all young people between the ages of 16-18 in their area.

² Section 507B of the Education and Inspections Act 2006

³ Section 10, 12, 18 and 68(4), education and Skills Act 2008

- To track and monitor the destination of all young people in our local authority offering targeted support when needed to those who are NEET.
- Local Authorities must have a Client Caseload Information System (CCIS) where they can report suitable destination data in the 6 key areas set out under NCCIS statutory guidance.
- Local Authorities must lead on the September Guarantee which underpins the delivery of these duties - they must ensure all young people aged 16 and 17 have a suitable offer of a place in education, employment or training and report back to the Department for Education.
- To carry out ES9 assessments for young people between the ages of 16-18 who may be eligible for hardship allowance / income support and submit information to the job centre.
- Ensure all young people remain in education up to the age of 18 in 2015 under Raising of the Participation Age (RPA) with a duty to support those at risk of not participating and those NEET.
- It should be noted that in collating EET data for those in Year 11, the council has a duty towards all those at a school within Sutton. Post Year 11 (up to the age of 19) the council has a duty to support all NEET individuals within the Borough.

2.14. In Sutton, the NEET teams deliver the following:

- Working with schools to collate data on EET, in order to submit this information to the Department for Education. Schools are required to capture this information from pupils in year 11, the council then collates this and maintains it, tracking EET status up to 19.
- Outreach work with those that are NEET / are at risk of becoming NEET post year 11, up to their 19th birthday (this is a statutory duty).
- Prevention work with those in year 11 that are at risk of becoming NEET (this is non statutory, with the council using the data collated to intervene early where possible to prevent young people becoming NEET). This sits alongside a duty for schools to support students in planning EET).
- Liaising with local training and employment providers via the NEET forum and other partnership meetings to broker the local offer for young people post 16.
- Data collection – working with schools and colleges, youth support services, training providers and relevant Council services as well as contacting young people themselves to gather data on student destinations. The council has a statutory duty to submit this information to the Department for Education. This is done via the Client Caseload Information System (a system hosted between five South London Boroughs).
- Working with young people that are Leaving Care (up to 25).
- Providing weekly drop in workshops to support young people in completing their ES9 benefits forms.
- Working with Teenage parents – the service provides teenage parents with an accreditation through a course, taking place one day a week. The service runs a crèche for children whilst their parents attend the course, which is run by a commissioned provider. Participants have the opportunity to meet other young parents and socialise both with each other and in activities with their children. In addition to

this, outreach work takes place to meet with teenage parents individually and support them – this outreach work plays a role in encouraging young parents to attend the accredited course.

- Sutton currently achieves a high percentage of young people in Education, Employment or Training, with NEET figures decreasing in recent years.

Duke of Edinburgh's Award (open access)

- 2.15. Sutton Youth Service holds the Duke of Edinburgh's Award license for the borough which means it has responsibility for ensuring all D of E activity in the borough's schools conforms to the appropriate standards (e.g. technical sign off on expedition risk assessments). Schools that wish to participate enrol pupils onto the scheme through the council, for a small fee. The council currently offers an equipment loan store which participating schools can access for a small hire charge.
- 2.16. In addition, the council offers an access route for young people to complete their award if their school does not deliver D of E; if they have opted out of their school D of E programme; or if they are not in school. This is referred to as Sutton Open Award Centre (SOAC) and acts as a virtual award centre, providing support by email, telephone or via the web to support participants alongside the expedition section (run by a commissioned provider). Young people can participate up to the age of 25.
- 2.17. Sutton is currently ranked second in London for number of participants in the scheme, with over 1000 young people taking part at any time.

Further information

- 2.18. Full details on the services and statutory duties can be found in Appendix C.

3. Vision

- 3.1 In developing and assessing future options for the service, the options have been considered in the context of three core delivery themes:

Delivery theme 1: Supporting transitions

- 3.2 Two key transition points have been identified - the Year 6/7 transition (from Primary to Secondary education) and the transition into further education, employment or training at ages 15 to 19. As such, the service can have its greatest impact by supporting young people at these key stages to ensure a smooth transition. This support is set out below:

- **Year 6/7 transition** - working with schools to support those individuals identified in year 6 as likely to benefit from support in the transition from primary to secondary education.
- **15 to 19 year old transition into further education, employment or training (EET)** - this involves supporting young people into EET options and working with those at risk of becoming NEET.

Delivery theme 2 - Building relationships

- 3.3 Recognising the strength of the Youth and Adolescent Service in building strong relationships with young people, there is a valuable role for the Youth and Adolescent Service to play in step up and step down work, to support statutory services (for those individuals meeting statutory thresholds) and intervene in tier 2 where young people do not currently meet statutory thresholds but are identified as being at risk.
- 3.4 As such, the Youth and Adolescent Service would offer a range of services that could be delivered as part of an agreed care package set by social workers / others as appropriate.
- 3.5 There is also the potential for a flexible approach to service delivery which could cover evenings and weekends, to support young people and families at these key times.
- 3.6 Potential areas for support include:
- Self esteem programmes
 - Anger management
 - Working with young people that have a history of going missing
 - Social skills
 - Life skills
 - Prevention work with young people at risk of offending and their families
- 3.7 Whilst these programmes already take place as part of group and one to one work, the focus would be on targeting this work through a clear referral process to intervene at a level pre / post statutory intervention and above the support that a school would be reasonably expected to provide.

Delivery theme 3: Youth Engagement

- 3.8 The third theme focuses on the Youth and Adolescent Service's role in securing a wide offer for young people within Sutton. This includes:
- Engaging with young people to identify what they would like to see, both in youth activities and public services more widely, providing opportunities for young people to have a voice and shape service provision.
 - Facilitating the NEET and Youth forums to identify and address any gaps in provision within the wider public / voluntary sector. This includes working with schools to

develop their pastoral offer including either delivering or supporting schools to set up their own Duke of Edinburgh schemes where there is appetite to do so.

- Communicating and signposting the wider Sutton offer to young people.
- Working closely with schools to ensure a strong and comprehensive PSHE offer that is responsive to emerging trends / needs and supports all young people in developing independence and confidence.

4. Context – other local authorities

- 4.1 It should be noted that a number of councils are in the process of or have recently reviewed their Youth and Adolescent Service provision, resulting in a range of outcomes including:⁴
- Re-focussing in house service delivery
 - Commissioning of Youth and Adolescent Services e.g. Gloucestershire County Council who have outsourced to Prospects; Surrey County Council who are working with voluntary sector providers. This includes the use of partnerships e.g. Greenwich Council are working with Leyton Orient Football Club.
 - Setting up an independent organisation to deliver services as proposed by Brent Council⁵.
 - Development of staff mutual e.g. Epic CIC, serving the Royal Borough of Kensington and Chelsea, went live in January 2014.
 - Returning services to in house provision after outsourcing in order to align with the localism agenda and align with other services e.g. ward panels, health, leisure and community safety e.g. Tower Hamlets.⁶
 - Integration of Youth Workers with locality / Troubled Families teams
- 4.2 As part of developing any future delivery model the council will continue to research and learn from other borough's experience.

5. Budget

- 5.1 The council faces a significant funding reduction, with a requirement to reduce the council budget by £40 million by 2018/19. Just over £9 million of this saving is to be made from Children's Services within the People Directorate. As such, savings identified as part of a change in the Youth and Adolescent Services delivery model will contribute towards this target.

⁴ National Youth Agency, 2014 –Youth Services in England: Changes and Trends in Youth Service Provision. <http://www.nya.org.uk/wp-content/uploads/2015/01/Youth-services-in-England-changes-and-trends.pdf>

⁵ Report June 2015 - Youth Services in Brent – A New Delivery Model - <http://democracy.brent.gov.uk/documents/s31062/cyp-youth-services.pdf>

⁶ 2012 Tower Hamlets Committee report - <http://moderngov.towerhamlets.gov.uk/documents/s26608/Youth%20Service%20Delivery%2000910%20FINAL%20-%2010%202%2012%20CN%20EKT%20DG2302121145am.pdf>

6. Consultation

- 6.1 As per Section 507B of the Education and Inspections Act 2006; local authorities must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them, in line with Article 12 of the United Nations Convention on the Rights of the Child (UNCRC). The guidance specifies that Young People should be involved actively in service design, delivery and governance and they should receive the support they need to participate, ensuring representation of the full diversity of local young people, and those who may not otherwise have a voice.
- 6.2 Young people will be actively consulted on any proposed changes to the service. The results of this consultation will be reported back to the Children Family and Education Committee in Spring 2016.

7. Assessment criteria

- 7.1 The outlined options are considered against a set of assessment criteria. This assessment is informed by benchmarking and best practice information from other local authorities
- 7.2 The following criteria informed the evaluation of each option:

	Criteria
1	Strategic Fit – how well the options proposed could deliver on key council objectives in relation to: <ul style="list-style-type: none"> - Youth and Adolescent Services Core Delivery Themes (see above) - Commissioning - Outcome based delivery - Value for money
2	Achievable – the proposed form must be achievable within reasonable timescales and financial constraints
3	Acceptability to the council – the new model must be acceptable to the Council as a whole, ensuring high quality, efficient and effective service delivery that meets statutory requirements
4	Acceptability to users – developing an offer that appeals to young people and encourages participation.
5	Governance – there is a need for robust governance arrangement to ensure the service meets its statutory requirements
6	Sustainability – any new model must be flexible enough to respond to the changing and evolving environment.
7	Affordability – any model must be considered in terms of its cost as a proportion of the People Directorate budget and in terms of the potential to contribute to the

	Criteria
	overall savings target for the council

8. Impact and offsetting savings and costs

- 8.1 Affordability is considered to include both the potential service savings as well as any potential impact on other areas of the council or public sector.
- 8.2 For instance, the cost of being NEET between the ages of 16 to 18 is estimated to be around £56,000 in public finance costs and £104,000 in resource costs (lost labour market potential), over the working lifetime of each person who has been NEET at this age.⁷ This cost impacts on both Central and local government⁸ and as such any option that impacts on NEET levels needs to consider these potential costs.
- 8.3 The loss of preventative interventions by Youth Workers has the potential to impact upon the level of referrals and statutory interventions performed by other services including YOT, Social Care and the police. Whilst it is not possible to directly attribute a cost to the loss of this early intervention work, evidence from other local authorities demonstrates the social return on investment demonstrated by Youth spaces.⁹
- 8.4 In Sutton, an average Referral Order intervention by the YOT team costs £1800 in Officer time, whilst a six month Child in Need intervention is estimated at £1500. In some cases a Young Person may be subject to both a Referral Order and CIN intervention concurrently. Where a Young Person becomes a Looked After Child (LAC), a typical six month placement costs in the range of £9570.60 (Sutton foster carer) to £55,000 (Residential Placement). As such these costs should be considered in relation to the savings to be achieved from reducing early intervention.¹⁰
- 8.5 Studies show the potential for Youth Work to offer a cost effective intervention that prevents and / or reduces the need for statutory intervention. With a reduction in this work, there may be additional costs for statutory services to meet.¹¹

⁷ Government News Article, (2012) – Radical Scheme to rescue NEETS - <https://www.gov.uk/government/news/radical-scheme-to-rescue-neets>

⁸ Coles, B; Godfrey, C; Keung, A et al (2010) Estimating the life-time cost of NEET: 16-18 year olds not in education, employment or training. University of York, York

⁹ 'Defining the Impact of a Youth Zone' report by youth charity OnSide demonstrated that for every £1 spent on operating costs in its new Greater Manchester Youth Zones, £2 of social benefits were delivered.

<http://www.onsideyouthzones.org/wp-content/uploads/OnSide-Defining-the-Impact-of-a-Youth-Zone-Final-with-exec-summary-M....pdf>

¹⁰ Referral order – based on an initial (first offence) referral order with a 6 month intervention at Enhanced Assessment level, incorporating caseworker and Referral Justice Co-ordinator time costs but excluding management and other service running costs. CIN – based on Joint Adolescent Service data, 6 month assessment, incorporating caseworker time costs but excluding management and other service running costs.

¹¹ For instance in 2014, the Audit Commission suggested an average annual cost of £50,000 to support each Looked After child - <http://www.audit-commission.gov.uk/wp-content/uploads/2014/08/Childrens-services-vfm-briefing-18-Aug-2014-FINAL.pdf> whilst in June 2011 the National Audit Cost estimated the average cost of a Young Offender to the Criminal Justice System at £8,000 which includes police, courts, offender management teams and custody -

9. Outline of options

9.1 The following options are outlined in this section:

Option 1 – Do nothing – baseline cost of £1,104,300, no saving.

Retain the service in its current format with ongoing provision of the Youth Offer, NEET and the Duke of Edinburgh's award.

Option 2 – Reduce Open Access provision – outline cost of £931,200 leaving a potential saving of £173,100 against the baseline

Refocus resources on targeted interventions. Maintain a presence in the North and South of the borough. Reduce delivery sites by one to reflect reduction in Universal activity. Continue to offer specialist NEET advice; Youth Engagement activities e.g. Youth Parliament; Duke of Edinburgh's Award. Create a more flexible Youth Worker resource to work with young people at risk, by professional referral.

Option 3 – Reduced targeted provision, Close Open Access

Streamlined single team providing NEET and Youth Offer. Provision of Duke of Edinburgh's award discontinued – responsibility transferred to schools. Points of delivery reduced to one site, to reflect loss of regular, timetabled open access sessions. Youth Engagement continues, supported by one off sessions held at locations across the borough (including use of the Urbie bus).

A number of options have been considered to operate this model. The following suggest potential delivery models:

- **Option 3A – In house delivery– outline cost of £837,400 leaving a potential saving of £266,900 against the baseline**
- **Option 3B – Partially Commissioned delivery – outline cost of £747,800 leaving potential saving £356,500.** Provision of Youth work (one to one and group work) and Teenage parent accreditation outsourced to an external provider.

Option 4 –Deliver Statutory Duties and Limited Targeted Provision, Close Open Access – outline cost of £702,100 leaving a potential saving of £402,200 against the baseline.

Single delivery team, with two leads, one focussed on Early Help and a second focussed on those young people that are already being supported by social care.

Option 5 – Council ceases to provide all but statutory duties – outline cost of £437,300 leaving a potential saving of £667,000 against the baseline

Council resource reduced to a minimum to provide statutory NEET support (including Raising Participatory Age requirement); Department for Education NEET tracking requirement and designated officer responsible for oversight of Youth provision within the borough. Local leadership and oversight for the Youth Offer remains, with reliance on the NEET and Youth Forums to engage with local providers to broker local provision for young

people, in order to facilitate an appropriate range of activities and support to meet need as well as ensure that young people have opportunities to shape the local provision.

Option 6 – The Council ceases to provide a Youth Service – potential saving £895,400 (with £208,900 transferred to other budgets to cover property and HR costs required by other services and a one off £47,000 required to cover contract notice periods)

The council stops all work currently delivered by the Youth work, Youth Engagement, NEET and Duke of Edinburgh's Award teams, capturing full savings from the service. This would leave the council unable to fulfil its statutory duties in these areas and in addition to the loss of direct service provision, the council would lose oversight and influence over the local offer by youth work, training and employment providers.

9.2 The costs and savings can be summarised as follows: –

Option	£'000	Staffing	Contracts	License costs	Software / IT	Fleet	Property	Other costs and adjustments	Income	Total	Potential saving
1	Do nothing	917.7	43.7	2.0	41.0	2.0	159.4	-41.0	-20.5	1104.3	0.0
2	Reduce open access provision	693.0	43.7	2.0	45.0	2.0	113.4	46.1	-14.0	931.2	173.1
3A	Reduced targeted provision, Close Open Access – in house	613.6	32.0	0.0	45.0	2.0	104.2	40.6	0.0	837.4	266.9
3B	Reduced targeted provision, Close Open Access – Commissioned	402.1	160.0	0.0	45.0	2.0	104.2	34.5	0.0	747.8	356.5
4	Delivery Statutory Duties and limited targeted intervention, Close Open Access	500.9	15.0	2.0	45.0	2.0	104.2	33.0	0.0	702.1	402.2
5	Cease all but statutory duties	258.4	15.0	0.0	44.0	0.0	104.2	15.7	0.0	437.3	667.0
6	Cease to provide a Youth Service.	104.7	0.0	3.0	44.0	0.0	104.2	0.0	0.0	255.9	895.4 ¹²

¹² Expected saving once contracts (£47k annual cost) have ended.

Option 1 – No change to current service delivery model**Outline**

- 9.3 Retain the service in its current format with ongoing provision of the Youth Offer, NEET and Duke of Edinburgh's awards.

The Offer

- 9.4 Under this option the following services would be provided:

Youth Offer

- Distinct team
- Service available from three sites in the Borough (reflecting council localities)
- Open access provision
- Groupwork available by self-referral, including some open ended groupwork sessions
- Wide range of Youth Engagement interventions including Youth Parliament, Youth Summit, Inter Schools debate, National Take over day; Youth Celebration event
- Facilitation of Youth Forum
- Youth FM – weekly open access session
- Ongoing update and maintenance of Youth web site
- Contribution to CVS to provide support to those wishing to set up local youth services

NEET

- Distinct team
- In house data tracking to meet Department for Education statutory requirements, working with schools to collate EET data in year 11 and maintain this for young people up to their 19th birthday.
- Preventative work with year 11s at risk of becoming NEET
- Statutory work with young people about to become / already NEET
- In house provision of accredited course for Teenage Parents (with crèche facilities)
- Dedicated worker providing outreach support to Teenage Parents (one to one)
- Facilitation of NEET Forum
- Interpretation of NEET data to develop strategies to respond to local need.
- Reporting to the Progression and Employability Board (PEB) to broker local offer with local providers.
- Dedicated worker providing support to young people Leaving Care (up to 25yrs)
- Weekly IAG (Information and Advice group) drop in session where young people (16/17 years old) can receive support to complete their benefit applications (ES9 assessment).

Duke of Edinburgh's Award

- Council holds the license for the borough and provides central administration services including technical supervision (e.g. signing off expedition risk assessments).
- Schools able to enrol students under the council license for a minimal fee.
- Provision of pool store (equipment hire) and vehicle hire (minibus and caravelle)
- Council offers a virtual Duke of Edinburgh's Award centre, providing online support.
- Individuals can access the award through the council directly, without having to go through their school.
- Targeted offer available – individuals identified who would benefit from the Duke of Edinburgh's Award and encouraged to participate.

Analysis

9.5 The following table sets out the advantages and disadvantages of this option:

Advantages
<ul style="list-style-type: none"> • No loss of service to young people • Retains spread of provision across the borough – operating from three sites. • Maintains the high standards that have been developed – Sutton's Duke of Edinburgh's Award scheme has the second highest participation level in London, with other 1000 participants. • Enables resource to be invested in early intervention work e.g. engaging with those that may become NEET early (prior to the statutory requirement to work with these individuals once a school classifies them at risk of NEET in March / April of the academic year). • Range of high profile Youth Engagement events e.g. Inter Schools debate, Youth Parliament are retained. • All young people in Sutton have access to the Duke of Edinburgh award scheme. • Maintains distinct specialisms for youth workers (e.g. dedicated workers for Teenage parents, young people leaving care, those at risk of NEET etc.). • Low threshold to access services (universal / self-referral in some cases) enables service to engage with a wide range of young people and intervene early where potentially risky behaviours are exhibited, preventing the need for higher cost interventions by other council teams e.g. YOT, social care.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> • High delivery costs at £1,104,300. 	
<ul style="list-style-type: none"> • Limited evidence of the return on investment / outcomes from some ongoing group work sessions. Self-referral and open access entry mean that resources are not being targeted towards those most in need. 	
<ul style="list-style-type: none"> • Limited engagement by young people in 	

Disadvantages and Risks	Potential mitigations
some of the current activities e.g. Youth FM studios are only in use one evening a week with a group of approximately 30 young people.	
<ul style="list-style-type: none"> In house provision of Teenage parent accreditation course is currently resource intensive, with a high cost per service user. 	

Delivery Costs

9.6 Delivery costs for this option are shown below (£'000s):

	Option 1
Staffing	917.7
Contracts	43.7
License costs	2.0
Software / IT	41.0
Fleet	2.0
Property	159.4
Other costs and budget adjustments	-41.0
Income	-20.5
Total	1104.3
Potential Saving	0.0

Commentary

9.7 In order to ensure a reasonable allocation of savings across the People Directorate, maintaining the current delivery model for Youth Services is not sustainable and doing so would have a significant impact on other services within the People Directorate. In the light of work undertaken by other councils already, there is evidence to support the potential to deliver a more targeted service, ensuring that those with greatest need are supported appropriately.

Recommendation

9.8 It is recommended that this option is rejected.

Option 2 – Reduce Open Access provision**Outline**

- 9.9 Refocus resources on targeted interventions. Maintain a presence in the North and South of the borough. Reduce delivery sites by one to reflect reduction in Universal activity. Continue to offer specialist NEET advice; Youth Engagement activities e.g. Youth Parliament; Duke of Edinburgh's Award. Create a more flexible Youth Worker resource to work with young people at risk, by professional referral.

The Offer

- 9.10 Under this option the following services would be provided:

Youth Offer

- NEET and Youthwork to sit in a single team offering advantages for flexibility and early identification of those at risk of NEET / risky behaviours.
- Service delivered from two sites – North (The Quad) and South (The Phoenix).
- Open access provision delivered through monthly Friday night events.
- Groupwork available by professional referral only and time limited.
- Wide range of Youth Engagement interventions including Youth Parliament, Youth Summit, Inter Schools debate, National Take over day; Youth Celebration event
- Facilitation of Youth Forum
- Youth FM sessions at the Phoenix (to be run by a voluntary sector / other organisation)
- Ongoing update and maintenance of Youth web site
- Contribution to CVS to provide support to those wishing to set up local youth services

NEET

- Preventative work with year 11s at risk of becoming NEET
- Statutory work with young people about to become / already NEET
- In house provision of accredited course for Teenage Parents (with crèche facilities)
- Dedicated worker providing outreach support to Teenage Parents (one to one)
- In house data tracking to meet Department for Education statutory requirements, working with schools to collate EET data in year 11 and maintain this for young people up to their 19th birthday.
- Facilitation of NEET Forum
- Interpretation of NEET data to develop strategies to respond to local need.
- Reporting to Progression and Employability Board (PEB) to broker local offer with local providers.
- Dedicated worker providing support to young people Leaving Care (up to 25yrs)
- Weekly IAG (Information and Advice group) drop in session where young people (16/17 years old) can receive support to complete their benefit applications (ES9 assessment).

Duke of Edinburgh's Award Scheme

- Council holds the license for the borough and provides central administration services including technical supervision (e.g. signing off expedition risk assessments).
- Schools able to enrol students under the council license for a minimal fee.
- Council offers a virtual Duke of Edinburgh's Award centre, providing online support.
- Individuals can access the award through the council directly, without having to go through their school.
- Targeted offer available – individuals identified who would benefit from the Duke of Edinburgh's Award scheme and encouraged to participate.
- Service provided to those that either live, work or attend school in the Borough.

9.11 Under this offer the following services would cease: –

- Provision of a youth centre at Sutton Youth Centre
- Provision of the Duke of Edinburgh's Award pool store (equipment hire) and vehicle hire (minibus and caravelle)
- Self-referral groupwork.
- Reduction of staff
- Use of Youth Service sessional workers

Analysis

9.12 The following table sets out the advantages and disadvantages of this option:

Advantages
<ul style="list-style-type: none"> • Potential for a more focussed offer that is dynamic and responsive to local needs. • Retains core and high profile service elements e.g. the Duke of Edinburgh's Open Award Centre, Youth Parliament and Youth FM radio. • Fully meets statutory requirements. • Offers the opportunity to standardise roles, to have one Youth Worker Job Description (JD) and one NEET worker JD, increasing the flexibility within these roles. • Retains high level of in house, local control over service.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> • Offers a limited saving relative to wider budget constraints. 	
<ul style="list-style-type: none"> • Loss of a Youth Centre – service no longer has coverage across the entire borough 	<ul style="list-style-type: none"> • Signposting to other local providers
<ul style="list-style-type: none"> • Scaled down staffing resource (reduced council staffing and no further use of YS sessionals) limits the amount of directly delivery from The Quad and the Phoenix – potential underutilisation of sites. 	<ul style="list-style-type: none"> • Look to increase hire of the spaces during quiet times.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> Closure of Sutton Youth Centre would mean loss of venue for other groups currently utilising the Youth Centre including the after school club and various community groups. Additional loss of office accommodation for the Family Information Service. 	<ul style="list-style-type: none"> Look at other estate to identify alternatives.

Delivery Costs

9.13 Delivery costs for this option are shown below (£'000s):

	Option 2
Staffing	693.0
Contracts	43.7
License costs	2.0
Software / IT	45.0
Fleet	2.0
Property	113.4
Other costs	46.1
Income	-14.0
Total	931.2
Potential Saving	173.1

9.14 Potential saving of up to £173,100 compared to option 1 baseline.

Commentary

9.15 With reduced staffing, maintaining Targeted and Universal elements over two sites whilst continuing to offer a wide range of Youth Engagement initiatives, this option leaves limited capacity to target and work with the most vulnerable young people in a cost effective and sustainable manner.

Recommendation

9.16 It is recommended that this option is rejected.

Option 3 – Targeted provision, Close Open Access**Outline**

9.17 Streamlined single team providing NEET and Youth Offer. Provision of Duke of Edinburgh award discontinued – responsibility transferred to schools. Points of delivery reduced to one site, to reflect loss of regular, timetabled open access sessions. Youth Engagement continues, supported by one off sessions held at locations across the borough (including use of the Urbie bus).

9.18 A number of options have been considered to operate this model. The following suggest potential delivery models:

- **Option 3A – In house delivery**
- **Option 3B – Partially Commissioned delivery** – Provision of Youth work (one to one and group work) and Teenage parent accreditation outsourced to an external provider.

The Offer

9.19 Under this option the following services would be provided:

Youth Offer

- NEET and Youthwork to sit in a single team offering advantages for flexibility and early identification of those at risk of NEET / risky behaviours.
- Single site service delivery from The Quad.
- Time limited group work by professional referral only
- Youth Parliament and other youth engagement activities
- Facilitation of Youth Forum
- Ongoing update and maintenance of Youth web site
- Contribution to CVS to provide support to those wishing to set up local youth services

NEET

- Statutory work with young people about to become / already NEET
- Provision of accredited course for Teenage Parents (with crèche facilities)
- In house data tracking to meet Department for Education statutory requirements, working with schools to collate EET data in year 11 and maintain this for young people up to their 19th birthday.
- Facilitation of NEET Forum
- Interpretation of NEET data to develop strategies to respond to local need.
- Reporting to Progression and Employability Board (PEB) to broker local offer with local providers.
- Dedicated worker providing support to young people Leaving Care (up to 25yrs)

- Weekly IAG (Information and Advice group) drop in session where young people (16/17 years old) can receive support to complete their benefit applications (ES9 assessment).

9.20 Under this offer the following services would cease: –

- Open access youth sessions
- Provision of a youth centre at Sutton Youth Centre and the Youth Zone @ The Phoenix
- Youth FM (studio set up at the Youth Zone @ The Phoenix).
- Duke of Edinburgh award – schools would be expected to obtain their own license. Loss of open access provision for those unable / not wishing to access Duke of Edinburgh through their school.
- Self-referral groupwork
- Direct delivery of some Youth Engagement events e.g. Inter Schools debate, Youth Summit – schools would be encouraged to run this themselves.
- Preventative work with year 11s at risk of becoming NEET
- Dedicated worker providing outreach support to Teenage Parents (one to one)

9.21 Under Option 3A the service would be delivered in house. Option 3B allows for the following to be delivered externally: –

- Provision of Youth work (one to one and group work).
- Teenage parent accreditation outsourced to an external provider.

9.22 These services have been proposed for commissioning for the following reasons: -

- There are potential economies of scale from another provider taking this on e.g. more flexible use of staffing; use of existing crèche facilities.
- An external organisation would be able to access funds (e.g. lottery funding, ESF) that the council cannot access to support delivery.
- Previous/ similar commissioning exercises have shown potential to reduce spend compared to in house delivery.¹³
- There are a number of providers already working in the borough that could potentially deliver these services.
- Potential to reduce in house Management costs through commissioning part of the service out.

9.23 The following services would remain in house:

- NEET tracking
- Statutory work with NEET young people
- Youth Engagement

Option 3A Analysis

9.24 The following table sets out the advantages and disadvantages of this option:

¹³ Targeted Youth Support for young people living in the wards of St Helier, The Wrythe and Wandle, Valley, procured 2013

Advantages

- Streamlined management arrangement, with NEET and Youth work teams combined to enable more flexible use of resource at peak times.
- Combination of NEET and Youth Work enables more joined up co-ordination of interventions, to prevent duplication.
- Maintains capacity to deliver targeted work with young people engaging in risky behaviours in order to reduce those that progress to meet statutory intervention thresholds (e.g. YOT, social care)
- Reduced management overheads through Commissioning model – one manager with oversight for all Youth activities.
- High profile Youth Engagement work continues e.g. Youth Parliament. Youth Engagement resource available to support schools in developing more engagement activities themselves.
- Meets statutory requirements.
- Maintains designated Leaving Care support
- Retains NEET tracker in house – currently highly cost effective with system license costs split between five boroughs and one officer to manage the data.¹⁴
- Maintaining in house provision of NEET workers retains specialist local knowledge of courses offered in Sutton, ensuring that workers can make up to date, high quality recommendations to young people.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> • Loss of open access provision. Access routes focused on people that are identified as at risk through referral / data. 	
<ul style="list-style-type: none"> • Loss of venue for other groups currently utilising Youth Centres including the after school club and various community groups. Additional loss of office accommodation for the Family Information Service. 	<ul style="list-style-type: none"> • Identify suitable accommodation elsewhere, give hirers plenty of notice to enable them to find alternative venues.
<ul style="list-style-type: none"> • Reduction in NEET resource - this could reverse the current downward trend in the % of NEET young people in the Borough (see Appendix B for details) leading to a potential rise in public sector costs elsewhere¹⁵ including central government and local authorities.¹⁶ 	<ul style="list-style-type: none"> • Use of the NEET forum to encourage other providers to fulfil local need.

¹⁴ Previous work has been carried out to look at the potential to carry out the tracking task in a shared service, however it was found to be more cost effective on an individual borough basis.

¹⁵ The cost of being NEET between the ages of 16 to 18 is estimated to be around £56,000 in public finance costs and £104,000 in resource costs (lost labour market potential), over the working lifetime of each person who has been NEET at this age. <https://www.gov.uk/government/news/radical-scheme-to-rescue-neets> (2012)

¹⁶ Coles, B; Godfrey, C; Keung, A et al (2010) Estimating the life-time cost of NEET: 16-18 year olds not in education, employment or training. University of York, York

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> Loss of reputation – Sutton is currently a high performer in both number of Duke of Edinburgh's Award participants and % of year 12 / year 13 pupils going on to Education, Employment or Training. The loss of Duke of Edinburgh and a reduction in NEET support would impact on these standards. 	<ul style="list-style-type: none"> The Duke of Edinburgh's Award Scheme could be offered as part of a traded service should schools be willing to cover costs Each school can get an individual license with Duke of Edinburgh London to operate the scheme.
<ul style="list-style-type: none"> Schools would need to become DLCs (Directly License Centres) individually or cease providing the Award. There is no option for schools to become DofE consortiums (due to D of E London licensing rules). Potential for young people to lose the opportunity to engage in the Award. 	<ul style="list-style-type: none"> Schools supported to change model of delivery
<ul style="list-style-type: none"> Potential for selective schools to move to DLC and marginalise comprehensive/borough schools who, having smaller cohorts, are less likely to become DLCs 	
<ul style="list-style-type: none"> Reduces use of The Quad, this site would be retained for use by YOT and JAS. The common areas, teaching kitchen, sports hall and MUGA would not be used under this model. 	<ul style="list-style-type: none"> Potential to identify another service to move into this space, in order to distribute the operating costs, ensure good use of the asset and potentially release property costs elsewhere.
<ul style="list-style-type: none"> Reduction in NEET workers could put more pressure on NEET data tracker to phone young people for destination information that would previously have been obtained through NEET workers. Risk to business continuity – only one NEET tracker in post. 	<ul style="list-style-type: none"> Opportunity to look at joining up with other areas of the council (e.g. Business Intelligence) during peak times of the year (e.g. September) to provide additional capacity and business continuity.

Delivery Costs

9.25 Delivery costs for this option are shown below (£'000s):

	Option 3A
Staffing	613.6
Contracts	32.0
License costs	0.0
Software / IT	45.0
Fleet	2.0
Property	104.2
Other costs	40.6
Income	0.0

Total	837.4
Potential Saving	266.9

9.26 Potential saving of up to £266,900 compared to the Option 1 baseline.

OPTION 3B Analysis

9.27 The following table sets out the advantages and disadvantages specific to the proposed commissioning arrangement:

Advantages
<ul style="list-style-type: none"> Potential cost reduction in commissioning Youth Work (group work and one to ones) – able to use resource more flexibly compared to current fixed cost model. Able to reduce cost per head for provision of Teenage Parent accreditation through use of an external provider where resources are currently brought in one day a week specifically to run this e.g. crèche (with associated maintenance costs) and two crèche workers. No maintenance of crèche equipment required. Potential to look at use of Public Health funding for Teenage Parenting contract, as part of a wider commissioned contract.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> Potential loss of local knowledge – commissioned youth work provider may offer staff that are not local to the area or familiar with the support available to be able to signpost individuals to further services. 	<ul style="list-style-type: none"> Specify consistent staffing as part of the Contract.
<ul style="list-style-type: none"> Potential TUPE of staff to external providers. 	

Delivery Costs

9.28 Delivery costs for this option are shown below (£'000s):

	Option 3B
Staffing	402.1
Contracts	160.0
License costs	0.0
Software / IT	45.0
Fleet	2.0
Property	104.2
Other costs	34.5
Income	0.0
Total	747.8
Potential saving	356.5

9.29 Potential saving of up to £356,500 compared to Option 1 baseline.

Commentary

9.30 Options 3A and 3B offer a moderate financial saving, whilst fulfilling the council's Statutory duties and continuing to provide dedicated support to those young people most at risk / in need.

Recommendation

9.31 It is recommended that options 3A and 3B are rejected, due to the level of cost saving anticipated from these options.

Option 4 – Deliver Statutory Duties and Limited Targeted Intervention, Close Open Access
Outline

9.32 Single delivery team, with two leads, one focussed on Early Help and a second focussed on those young people that are already being supported by social care. The team would operate a matrix management model, to move between the two areas of need as required and give the flexibility to be responsive to need, delivering evidence based targeted interventions. Sessionals would be brought in to support the key summer period, where the team would be engaging with pupils moving into Key Stage 3 and also those at risk of being NEET. Some Youth Engagement work would take place e.g. Youth Parliament.

The Offer

9.33 Under this option the following services would be provided:

Youth Offer

- Facilitation of Youth Forum
- Contribution to CVS to provide support to those wishing to set up local youth services
- Direct delivery of some Youth Engagement events e.g. Youth Parliament
- Youth work – group work and one to ones
- Ongoing update and maintenance of Youth web site
- Pop up events to support delivery of youth work
- Targeted work with young people moving into Secondary school to support this transition

NEET

- Statutory work with young people about to become / already NEET
- In house data tracking to meet Department for Education statutory requirements, working with schools to collate EET data in year 11 and maintain this for young people up to their 19th birthday.
- Facilitation of NEET Forum
- Interpretation of NEET data to develop strategies to respond to local need.
- Reporting to Progression and Employability Board (PEB) to broker local offer with local providers.
- Regular IAG (Information and Advice group) drop in session where young people (16/17 years old) can receive support to complete their benefit applications (ES9 assessment).
- Preventative work with year 11s at risk of becoming NEET

9.34 Under this offer the following services would cease –

- Open access youth sessions
- Youth FM Open Access sessions
- Self-referral groupwork

- No physical youth service presence in the Borough – closure of the Sutton Youth Centre and the Youth Zone @ The Phoenix.
- Duke of Edinburgh award – schools would be expected to obtain their own license. Loss of open access provision for those unable / not wishing to access the Duke of Edinburgh's Award Scheme through their school.
- Provision of one to one outreach work and accredited course for Teenage Parents (with crèche facilities).
- Dedicated worker providing support to young people Leaving Care (up to 25yrs).
- In some areas, whilst services would continue, capacity to deliver would be reduced, resulting in a more targeted offer than currently e.g. preventative work with year 11s, Youth Engagement delivery.

Analysis

9.35 The following table sets out the advantages and disadvantages of this option:

Advantages
<ul style="list-style-type: none"> • Meets statutory requirements. • Clear focus, good alignment with core delivery themes. • Maintains resource to support early help – supporting a reduction in future demand. • Targets resource at key areas to achieve the most impact, e.g. year 6/7 transition, ages 15-19. • Addresses the needs evidence base. • Places the onus on local schools and providers to support and identify young people in need e.g. through school referrals for the year 6/7 support programme.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> • Reduced provision of Statutory Requirements – reduction in capacity 	<ul style="list-style-type: none"> • Importance of facilitating the offer through the NEET and Youth forums.
<ul style="list-style-type: none"> • Loss of two sites – reduces physical presence of the service. 	<ul style="list-style-type: none"> • Young people would be signposted to other available groups / clubs through the web site and main council contact centre.
<ul style="list-style-type: none"> • Loss of reputation – Sutton is currently a high performer in both number of Duke of Edinburgh's Award scheme participants and % of year 12 / year 13 pupils going on to Education, Employment or Training. The loss of the Duke of Edinburgh's Award and a reduction in NEET support would impact on these standards. 	
<ul style="list-style-type: none"> • Loss of dedicated support and accreditation for Teenage Parents risks these individuals becoming long term 	<ul style="list-style-type: none"> • Potential to offer these families time limited support as part of the Families Matter team.

NEET, with reliance on benefits as well as the loss of socialisation for their children and development of parenting skills.	
<ul style="list-style-type: none"> Loss of dedicated support for young people leaving care risks those individuals becoming long term NEET; with associated risks to wellbeing. 	<ul style="list-style-type: none"> Support available through wider Youth and NEET teams.
<ul style="list-style-type: none"> Reduction in NEET resource - this could reverse the current downward trend in the % of NEET young people in the Borough (see Appendix B for details) leading to a potential rise in public sector costs elsewhere¹⁷ including central government and local authorities.¹⁸ 	<ul style="list-style-type: none"> Good management of resource across multi skilled workforce.
<ul style="list-style-type: none"> Greater inequality across the borough with increasing reliance on schools to deliver EET advice – the level of provision is currently mixed. 	<ul style="list-style-type: none"> Support to schools as part of the transition to outline their role in supporting young people to consider their options.
<ul style="list-style-type: none"> Loss of a number of experienced staff members. 	
<ul style="list-style-type: none"> Potential increase in anti-social behaviour due to loss of council youth activities across the borough 	<ul style="list-style-type: none"> If this option were selected, as part of the transition to this model young people currently using the council's open access services would need to be informed of other local options. It is worth noting that the council does not currently provide activities five days a week at all sites and the number of young people attending these sessions is relatively low so impact on anti-social behaviour as a result of open access sessions stopping should be limited.
<ul style="list-style-type: none"> Loss of venue for other groups currently utilising Youth Centres including the after school club and various community groups. Additional loss of office accommodation for the Family Information Service. 	<ul style="list-style-type: none"> Identify suitable accommodation elsewhere, give hirers plenty of notice to enable them to find alternative venues.
<ul style="list-style-type: none"> Loss of Open Access Youth FM service 	<ul style="list-style-type: none"> Retain recording equipment for use at The Quad. Investigate alternative / community uses for the Studios at The Phoenix.

¹⁷ The cost of being NEET between the ages of 16 to 18 is estimated to be around £56,000 in public finance costs and £104,000 in resource costs (lost labour market potential), over the working lifetime of each person who has been NEET at this age. <https://www.gov.uk/government/news/radical-scheme-to-rescue-neets> (2012)

¹⁸ Coles, B; Godfrey, C; Keung, A et al (2010) Estimating the life-time cost of NEET: 16-18 year olds not in education, employment or training. University of York, York

Delivery Costs

9.36 Delivery costs for this option are shown below (£'000s):

	Option 4
Staffing	500.9
Contracts	15.0
License costs	2.0
Software / IT	45.0
Fleet	2.0
Property	104.2
Other costs	33.0
Income	0.0
Total	702.1
Potential Saving	402.2

9.37 Potential saving of up to £402,200 (against Option 1 baseline).

Commentary

9.38 Option 4 offers a targeted, evidence based model, addressing both Early Help / Prevention and supporting Young People at the point of need. This model is the most closely aligned to the service priorities of supporting transitions, building relationships and youth engagement.

9.39 This option could be delivered either in house or through an alternative delivery model.

Recommendation

9.40 It is recommended that Option 4 is rejected due to the level of cost saving.

Option 5– Council ceases to provide all but statutory duties**Outline**

9.41 Council resource reduced to a minimum to provide statutory NEET support (including Raising Participatory Age requirement); Department for Education NEET tracking requirement and designated officer responsible for oversight of Youth provision within the borough. Local leadership and oversight for the Youth Offer remains, with reliance on the NEET and Youth Forums to engage with local providers to broker local provision for young people, in order to facilitate an appropriate range of activities and support to meet need as well as ensure that young people have opportunities to shape the local provision.

The Offer

9.42 Under this option the following services would be provided:

Youth Offer

- Facilitation of Youth Forum
- Contribution to CVS to provide support to those wishing to set up local youth services

NEET

- Statutory work with young people about to become / already NEET
- In house data tracking to meet Department for Education statutory requirements, working with schools to collate EET data in year 11 and maintain this for young people up to their 19th birthday.
- Facilitation of NEET Forum
- Interpretation of NEET data to develop strategies to respond to local need.
- Reporting to Progression and Employability Board (PEB) to broker local offer with local providers.
- Weekly IAG (Information and Advice group) drop in session where young people (16/17 years old) can receive support to complete their benefit applications (ES9 assessment).

1.1 Under this offer the following services would cease –

- Open access youth sessions
- No physical youth service presence in the Borough – closure of the Sutton Youth Centre and the Youth Zone @ The Phoenix. Quad Youth Centre no longer used for group work (retained for office accommodation for other services e.g. YOT).
- Youth FM (studio set up at the Youth Zone @ The Phoenix).
- Duke of Edinburgh award – schools would be expected to obtain their own license. Loss of open access provision for those unable / not wishing to access the Duke of Edinburgh's Award Scheme through their school.
- Youth work – groupwork ceased
- Direct delivery of some Youth Engagement events e.g. Inter Schools debate, Youth Summit – schools would be encouraged to run this themselves.

- Preventative work with year 11s at risk of becoming NEET
- Provision of one to one outreach work and accredited course for Teenage Parents (with crèche facilities)
- Dedicated worker providing support to young people Leaving Care (up to 25yrs)
- Youth Parliament and other youth engagement activities
- Ongoing update and maintenance of Youth web site

Delivery:

- Team Manager role is responsible for oversight of Youth provision through the NEET Forum, Progression and Employability Board (PEB), Youth Forum, SEST
- Fulfills engagement role through awareness of consultations that providers and other council services are undertaking with young people.
- Website updates move to FIS / main webteam – with a link to the voluntary sector directory.

Analysis

9.43 The following table sets out the advantages and disadvantages of this option:

Advantages
<ul style="list-style-type: none"> • Meets statutory requirements. • Maintains knowledge within the council of the local offer for young people in both activities and support, repositioning the council as a facilitator / broker for joining up provision by local providers. • Minimal cost for the council whilst meeting it's legal duties • Places the onus on local schools and providers to meet local need – schools already have a duty to support young people with careers advice and support and some schools already procure providers to deliver this to young people. There is the potential for schools / a traded service to schools to take on the running of youth engagement events e.g. the Inter Schools debate; Youth Parliament. • Recognises the strength of Sutton's local providers – which offer a range of training and employment opportunities for young people and have traditionally, worked well together in identifying opportunities for young people at risk / who are NEET (with enough diversity of offer to prevent competition between providers) As such, it is expected that the space left by any reduction in council provision will be occupied by other providers.

Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> • Limited provision of Statutory Requirements – oversight rather than direct delivery role. 	<ul style="list-style-type: none"> • Importance of facilitating the offer through the NEET and Youth forums.
<ul style="list-style-type: none"> • Loss of physical presence for the Youth Service – no longer a site that young people can visit. 	<ul style="list-style-type: none"> • Young people would be signposted to other available support through the web site and main council contact centre.
<ul style="list-style-type: none"> • Loss of reputation – Sutton is currently a high performer in both number of Duke 	

<p>of Edinburgh's Award scheme participants and % of year 12 / year 13 pupils going on to Education, Employment or Training. The loss of the Duke of Edinburgh's Award and a reduction in NEET support would impact on these standards.</p>	
<ul style="list-style-type: none"> Loss of one to one and group work with individuals engaging in risk behaviours means that if these individuals are not supported by local voluntary sector organisations or their schools, problems may escalate to require intervention by social care / YOT teams. High potential costs (e.g. over £1800 for initial YOT Referral order intervention and £1500 for Child in Need intervention¹⁹) 	<ul style="list-style-type: none"> Limited capacity (one officer) in YOT team carrying out preventative work with young people at risk of offending.
<ul style="list-style-type: none"> Loss of dedicated support and accreditation for Teenage Parents risks these individuals becoming long term NEET, with reliance on benefits as well as the loss of socialisation for their children and development of parenting skills. 	<ul style="list-style-type: none"> Potential to offer these families time limited support as part of the Families Matter team.
<ul style="list-style-type: none"> Loss of dedicated support for young people leaving care risks those individuals becoming long term NEET; with associated risks to wellbeing. 	<ul style="list-style-type: none"> Support available through wider Youth and NEET teams.
<ul style="list-style-type: none"> Reduction in NEET resource - this could reverse the current downward trend in the % of NEET young people in the Borough (see Appendix B for details) leading to a potential rise in public sector costs elsewhere²⁰ including central government and local authorities.²¹ 	
<ul style="list-style-type: none"> Greater inequality across the borough with increasing reliance on schools to deliver EET advice – the level of provision is currently mixed. 	<ul style="list-style-type: none"> Support to schools as part of the transition to outline their role in supporting young people to consider their options.
<ul style="list-style-type: none"> Provision of Youth Website as part of main council web site / updates by central webteam loses the specialist knowledge of the Youth Service in maintaining this resource. 	<ul style="list-style-type: none"> Officer(s) responsible for updating the web site to have regular meetings with the Youth Service.
<p>¹⁹ See section 6.4.1 on youth services to the main council website. The cost of the youth website is estimated to be £104,000 in resource costs (lost labour market potential), over the working lifetime of each person who has been NEET at this age. https://www.gov.uk/government/news/radical-scheme-to-rescue-neets (2012)</p> <p>²¹ Coles, B., Godfrey, C., Keung, A. et al (2010) Estimating the life-time cost of NEET: 16-18 year olds not in education, employment or training. University of York, York</p>	<ul style="list-style-type: none"> Training for customer contact officers to ensure that they are equipped to handle a volume of enquiries from young people.

people and may put them off contacting the council.	
<ul style="list-style-type: none"> Open access events in the Borough could be more transient, depending on any given organisation's funding to run such events. With less reliability, attendance may reduce. 	
<ul style="list-style-type: none"> Loss of a number of experienced staff members. 	
<ul style="list-style-type: none"> Potential increase in anti-social behaviour due to loss of council youth activities across the borough 	<ul style="list-style-type: none"> If this option were selected, as part of the transition to this model young people currently using the council's open access services would need to be informed of other local options. It is worth noting that the council does not currently provide activities five days a week at all sites and the number of young people attending these sessions is relatively low so impact on anti-social behaviour as a result of open access sessions stopping should be limited.

Delivery Costs

9.44 Delivery costs for this option are shown below (£'000s):

	Option 5
Staffing	258.4
Contracts	15.0
License costs	0.0
Software / IT	44.0
Fleet	0.0
Property	104.2
Other costs	15.7
Income	0.0
Total	437.3
Potential Saving	667.0

9.45 £104.2k Quad running cost charged to Youth Service would need to be covered by Youth Offending Team / Joint Adolescent Service. Additional allowance required for central support service charges.

9.46 Potential saving of up to £667,000 (against Option 1 baseline).

Commentary

9.47 Option 5 offers a considerably reduced service compared to the current provision and would require careful management to ensure that the council's statutory duties are met. It does however leverage the local economy of education, training and youth activity providers.

Recommendation

9.48 It is recommended that Option 5 is put forward for further consideration.

Option 6 – The Council ceases to provide a Youth Service

Outline

9.49 The council stops all work currently delivered by the Youth work, Youth Engagement, NEET and the Duke of Edinburgh's Award teams, capturing full savings from the service. This would leave the council unable to fulfil its statutory duties in these areas and in addition to the loss of direct service provision, the council would lose oversight and influence over the local offer by youth work, training and employment providers.

Analysis

9.50 The following table sets out the advantages and disadvantages of this option:

Advantages	
<ul style="list-style-type: none"> Full service budget captured as saving 	
Disadvantages and Risks	Potential mitigations
<ul style="list-style-type: none"> The council would be unable to meet its Statutory duty 	<ul style="list-style-type: none"> Whilst local providers and schools may provide young people with appropriate support, the council would need some method of monitoring this and the ability to intervene if this was not the case. The council would also need data to be fed back to the Department for Education. Implementation of mitigations to meet these requirements would require addition of some resource (see Option 4)

Delivery Costs

9.51 Potential saving of £895,400 once contracts have ended (assuming that the Quad operating budget is transferred to another service, therefore not captured as a revenue saving for the council as a whole).

Commentary

9.52 This option fails to meet the council's Statutory obligations and as such, cannot be recommended for further consideration.

Recommendation

9.53 It is recommended that this option is rejected.

Summary of Recommendations

		Potential saving (£'000)	Recommendation
1	Do nothing	0.0	Rejected as the offer does not deliver sufficient savings and is therefore not sustainable.
2	Reduce open access provision	173.1	Rejected as this option leaves limited capacity to target and work with the most vulnerable young people in a cost effective and sustainable manner.
3A	Reduced targeted provision, Close Open Access – in house	266.9	Rejected due to limited saving
3B	Reduced targeted provision, Close Open Access – Commissioned	356.5	Rejected due to limited saving
4	Delivery Statutory Duties and limited targeted intervention, Close Open Access	402.2	Rejected due to limited saving
5	Cease all but statutory duties	667.0	Recommended for further consideration
6	Cease to provide a Youth Service.	895.4	Rejected as this option would not meet statutory requirements.