1. Details of Recommendations

The Overview and Scrutiny Committee submitted 3 recommendations on the Youth Service review report (CHAS 546) to Cabinet at its meeting on 19th September. Cabinet is asked to agree:

1. To reject the 3 recommendations from the Overview and Scrutiny Committee for the reasons detailed in paragraphs 3.4 to 3.4.3

2. That the implementation of the recommendations in the Youth Service review report CHAS 546, agreed by Cabinet on 11th July 2017 commence from 11th October 2017.

2. Report Summary

This report responds to the 3 recommendations from Overview and Scrutiny Committee meeting on 18th September 2017 following the ‘call in’ of the Youth Service Review report (CHAS 546) which was originally considered by Cabinet at its meeting on 11th July 2017.

This report asks Cabinet to reject all 3 recommendations from the Overview and Scrutiny Committee for the reasons detailed in paragraph 3.4.
3. **Reason for Decision and Options Considered**

3.1 Following a thorough review of the Youth Service, including an 8-week public consultation, Cabinet received a report at its meeting on 11th July with a number of recommendations for the Council funded Youth Service.

3.2 The report was called in on the 21 July 2017, but due to the summer holiday period and leave commitments a meeting of the Overview and Scrutiny to hear the reasons for, and the responses to, the call in, could not be scheduled until Monday 18th September 2017.

3.3 Following the meeting the Chair of Overview and Scrutiny wrote to the Lead Member (appendix 1) with 3 recommendations. These were reported to the Cabinet on 19th September 2017. These asked that the Lead Member:

- Look again at the scale of funding reduction in this service area.
- Ensures any change from one model to another happens more progressively allowing greater time for adaptation.
- Makes a final decision once the results of the commissioning is known and the impact is fully understood (this committee would also like to see the outcome).

3.4 The Lead Member recommends to Cabinet that all 3 recommendations are rejected for the following reasons:

3.4.1 Scale of funding reduction –

**Response** - All options were explored prior to the July Cabinet meeting to avoid, if possible, the proposed level of savings to the Youth Service. As was conveyed to the Overview and Scrutiny meeting the alternative options were worse and would have a greater impact on targeted services that support even more vulnerable children and young people than those supported by the Youth Service.

The committee were advised that if the savings were not taken from the Youth Service then the Lead Member would have to look at options including savings to the Shortbreaks Service which supports children and young people with Special Educational Needs and Disabilities (SEND) and Social Worker posts.

The committee appeared sympathetic to the budget challenges faced by the Council and the pressures associated with delivering the Council’s Medium Term Financial Strategy (MTFS) yet the Overview and Scrutiny committee did not suggest any alternative areas where savings could be made. Indeed, the letter from the Chair dated 19th September 2017, did not include any alternative options, simply requesting that Cabinet looks again at the scale of funding for this service area.

3.4.2 Ensure change from one model to another is more progressive allowing greater time for adaptation –

**Response** - Informal and formal discussions about the Council funded Youth Service have been happening for some time. Discussions started informally last summer (2016) with a request to formally consult agreed by Cabinet at its meeting on 13th December 2016. An 8-week public consultation commenced in January 2017 proposing a targeted Council funded Youth Service, and as was conveyed at the Overview and Scrutiny meeting, the Cabinet responded to the consultation at its meeting in May 2017, requesting that some universal
services were retained. Further workshops were undertaken with key stakeholders and a revised model for the Youth Service, including some universal services, offering a peripatetic model alongside a slightly reduced targeted offer, were considered and agreed by Cabinet on 11th July 2017.

In addition, Cabinet agreed £450k of one off transitional funding to support Voluntary Sector agencies. This was highlighted again at the Overview and Scrutiny committee. This along with the fact that the process formally started in December has allowed time for voluntary sector partner agencies to adapt and prepare for a change in funding arrangements. Indeed at least one has responded and prepared for the potential loss of funding successfully applying for lottery funding. No evidence was presented at the Overview and Scrutiny meeting that delaying the implementation of the new model would mean that those agencies that need more time to adapt would respond any differently than they have already over the last 12 months.

3.4.3 Makes a final decision once the results of the commissioning is known and the impact is fully understood: -

Response – The commissioning process was discussed at the Overview and Scrutiny committee, including the proposal that the contract period would be for 3 years and that it would be monitored in the same way as other services commissioned by the Council. Members of the Overview and Scrutiny committee appeared to welcome a commissioning model, stating that it provided an opportunity to get better value for money.

However, it is not possible to wait until the response to the commissioning exercise is known, and the impact is understood, before making a final decision. The commissioning process does not allow for this. The decision to commission or not will rest on the extent to which those tendering for the work have met the specification criteria. This would also preclude taking the outcome back to Scrutiny. Once a decision is taken to commission, a specification would be drawn up and used to invite agencies to tender for the work. Once tenders are received they are assessed against the criteria in the specification. If suitable tenders are submitted and a contract is awarded the impact will not be known until the service is being delivered. As with any other contract it would be monitored and suitable checks, and if needed sanctions, would be applied.

3.5 The Overview and Scrutiny Committee’s recommendations were unexpected given the discussions at the meeting on 18th September 2017. The meeting did not provide any practical alternative suggestions to offset the saving proposed to the Youth Service budget. The £450k transitional fund was discussed at some length and offered again to support the sustainability of voluntary sector agencies who have been receiving funding from the Council.

3.6 Whilst the time delays due to leave did not help, this has been a challenging ‘call in’ process for all involved. A significant amount of officer time has been spent pulling together information requested following the submission of the ‘call in’ in July, which has impacted on officers from several services across the Council. It was not always clear what the specific reasons for call in were, and whether appropriate support was in place to ensure that the democratic process was followed, whilst avoiding an unduly arduous and on occasion disproportionate, resource intensive process.
4. Key Implications

4.1 See Report CHAS 546 considered by Cabinet on 11th July 2017

5. Financial Details

a) Financial Impact On The Budget (Mandatory)

The youth service budget is £865K. The proposed model will result in reduction of £650k leaving a residual budget of £215k. One-off transition funding of £450k will be made available to the service as the commissioning model takes effect and the budget is reduced. This transition fund will support the sector in building sustainability beyond the 3-year commissioning period. A plan for the use of the fund will be developed and overseen by the lead cabinet member.

b) Financial Background (optional)

c) Comments of the Director – Finance and Corporate Services

The new arrangements set out in this report will lead to a £650k reduction in the youth service budget. This will deliver the budget reduction required to meet the approved MTFS youth savings requirement for 17/18 (£50k) and 18/19 (£600k). One-off transition funding of £450k will be made available to the service during the period 2018/19 and 2020/21

a) 6. Legal and comments of the Head of Governance

Under Section 507B of the Education and Inspections Act 2006 the Council has certain statutory duties with respect to youth service provision. In summary, the Council has a statutory duty to apply the following 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 wellbeing:

- Responsibility 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;
- To 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;
- To track and monitor the destination of all young people in the local authority, offering targeted support when needed to those who are Not in Education Employment or Training (NEET).

These duties are duties to do what is “reasonably practicable”, and the resources available to the Council may be taken into account in deciding how the duty should be met. Whilst most Council’s use their youth services to meet these requirements there is no obligation for the Council to maintain a Youth Service.
7. **Value For Money**

8. **Sustainability Impact Appraisal**

9. **Risk Management**

<table>
<thead>
<tr>
<th>Risks</th>
<th>Uncontrolled Risk</th>
<th>Controls</th>
<th>Controlled Risk</th>
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</table>
| Resistance to proposed changes of current services/staffing structures | Staff absence could impact on service delivery causing it to be patchy and lacking continuity | 1. Business continuity plan for each site.  
2. Identified staff who will assume responsibility and leadership for each site  
3. Continuous updates and information to staff | Service is able to continue and users experience minimal disruption |
| The new Youth Service model fails to meet existing or forthcoming corporate objectives. | The services that are retained are not linked to the priorities in the Council’s Corporate Plan | 1. The services to be retained are linked clearly to the Corporate Plan  
2. Expectations and requirements to meet the Corporate Plan pledges are included in the service specification prior to commencing the procurement of the Youth Service | Clarity about the purpose of the retained services linked to the outcomes of the Councils Community Plan |
| Insufficient engagement in the commissioning process                  | There is a lack of attendance and participation in commissioning activity        | 1. Publicise market place events  
2. Work with community to engage and involve the network and the voluntary and community sector | Consultation events regarding the commissioning specification are well attended  
A number of organisations express an interest in becoming commissioned providers |
| Young People do not access alternative youth services delivered by other providers | There could be an increase in young people involved in Anti-social behaviour (ASB) | 1. Ensure information is up to date and easily accessible on the Youth site and Family Information Service Directory (FSD) to signpost young people to a range of youth activities delivered by other providers  
2. Deploy detached youth workers to areas where there is | Any increase in ASB is minimised |
<table>
<thead>
<tr>
<th>The Youth Service does not deliver its financial savings target</th>
<th>The change process is delayed and savings are not realised until the 30th September 2018.</th>
<th>a risk of an increase in anti-social behaviour</th>
</tr>
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<tbody>
<tr>
<td>1. A clear implementation plan is developed</td>
<td>2. HR and finance colleagues have information prepared and ready to support the change process</td>
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<td>3. Staff are kept informed of timelines</td>
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10. **Links to Council Priorities**

10.1 The Councils Corporate Plan prioritises support for the most vulnerable. The proposed reduction in the Youth Service budget will result in the retention of a small budget which will be used to ensure the continuation of those services that support the most vulnerable.

11. **Equalities, Human Rights and Community Cohesion**

11.1 See Report CHAS 546

12. **Staffing/Workforce and Accommodation implications:**

12.1 See Report CHAS 546

13. **Property and Assets**

13.1 See Report CHAS 546

14. **Any Other Implications**

None

15. **Consultation**

15.1 See Report CHAS 546 and CHAS 535

16. **Timetable for Implementation**
The timeline has been revised in light of the call-in process and the need to delay any implementation whilst the call in process was followed. The timeline below includes key actions already completed.

<table>
<thead>
<tr>
<th>Month</th>
<th>Action</th>
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| December 2016          | • Consultation with unions on proposal  
                        | • Information session with staff and trustees  
                        | • Proposal shared at SLT, CLT and cabinet  
                        | • Consultation panel  
                        | • Agreement from cabinet to undertake a public consultation exercise. |
| January – March 2017   | • Commence Public Consultation  
                        | • Consultation document published on LBH website  
                        | • Briefing meeting for Councillors  
                        | • Meeting with Corporate Property  
                        | • Proposal shared with External and key Internal partners  
                        | • Focus groups meeting held within the community  
                        | • Meeting with staff working in the Council funded youth service  
                        | • Meeting with Trustees of voluntary organisations who receive funding from the Council’s Youth Service budget  
                        | • Meeting Young Carers  
                        | • Meeting with schools  
                        | • Proposal for the consultation exercise shared with voluntary sector  
                        | • Meeting with Head of Youth Offending Services  
                        | • Proposal shared at CHAS Senior Leadership Team (SLT) and Corporate Leadership team (CLT) |
| April – June 2017      | • Outcome of public consultation on the Youth Service review reported to the Council’s Cabinet in May 2017 |
| July 2017              | • Recommendations following the Youth Service review considered and agreed by Cabinet  
                        | • Cabinet decision called in |
| September 2017         | • Call-in considered at the Overview and Scrutiny Committee (OSC) and recommendations shared with the Lead Member and Cabinet at its meeting in September |
| October 2017           | • Cabinet to report back on the recommendations from OSC following the call in process |
| If cabinet agrees to the recommendations in this report responding to the OSC’s recommendations, then the following timelines should apply. |
| November 2017          | • Engagement with the voluntary and community sector including the management committees of current providers  
<pre><code>                    | • Workshops will be provided for all interested sectors of the voluntary and community sector to give them information on the commissioning |
</code></pre>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>November 2017</td>
<td>• Commence the 45-day staff consultation</td>
</tr>
<tr>
<td>December 2017</td>
<td>• The draft specification will be drafted for sign off by the Director, Education and Early Intervention</td>
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<tr>
<td>January 2018</td>
<td>• Procurement process begins – the specification will be released to enable interested parties to express an interest in providing an element of the revised youth service offer</td>
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<tr>
<td>March 2018</td>
<td>• Staff redundancy notices issued. Staff will be released as services are ready to be handed to new providers.</td>
</tr>
<tr>
<td>March 2018</td>
<td>• The procurement process is completed and we will commence mobilisation with new providers (s).</td>
</tr>
<tr>
<td>September 2018</td>
<td>• Implementation completed the commissioned services handed over new provider(s)</td>
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<td></td>
<td>• Start of new service</td>
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</tbody>
</table>

17. Appendices

Appendix 1 - Letter from Chair of Overview and Scrutiny committee to Lea member following ‘call in’ meeting

18. Background Information

CHAS 508 Youth Service Review – Provision for Vulnerable Young People

CHAS 535 Youth Service Review End of Consultation Report

CHAS 546 Youth Service Review
https://democraticservices.hounslow.gov.uk/documents/s134471/Youth%20Service%20Review%2030.06.17%20FINAL.pdf

Call in of CHAS 546 – Youth Service Review

https://democraticservices.hounslow.gov.uk/documents/s135477/Call-In%20CHAS%20546%20Appendix%204.pdf
Appendix 1

Dear Cllr Bruce,

Outcome of Call-In CHAS 546 Youth Services Review

First of all I’d like to thank you for your patience during this Call-In. I recognise this has been a much longer process than usual, due to availabilities over the summer period. This timing issue has also affected another decision, and I think this is something we collectively need to look at once the decisions have been resolved.

The purpose of this letter is to confirm the decision of the Overview & Scrutiny Committee on the above Call-In. Having listened carefully to the arguments made, the Committee decided to refer the decision back to Cabinet. We are concerned that the scale and pace in the reduction of funding for Youth Services risks the future of youth centres in the borough. The Committee would therefore ask that the Cabinet:

- Looks again at the scale of funding reduction in this service area
- Ensures any change from one model to another happens more progressively allowing greater time for adaptation
- Makes a final decision once the results of the commissioning is known and the impact is fully understood (this committee would also like to see the outcome)
Yours sincerely,

Councillor John Chatt.