

HERTFORDSHIRE COUNTY COUNCIL

**CABINET
MONDAY, 13 NOVEMBER 2017 AT 2.00PM**

Agenda Item
No.

4

SUPPORTING YOUNG PEOPLE IN HERTFORDSHIRE: DEVELOPING A NEW APPROACH

Report of the Director of Children's Services

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Executive Member: Teresa Heritage, Children's Services Portfolio

1. Purpose of report

1.1 To seek Cabinet's approval to the proposal to review the services provided by YC Hertfordshire (which was formerly Youth Connexions).

2. Summary

2.1 Prevention is a corporate priority and Children's Services, through the Families First Strategy, aims to support children, young people and their families to be resilient, independent and reach their potential, therefore reducing the need for high cost services.

2.2 In line with the focus on prevention, officers within Children's Services now intend to consider the services provided covered by YC Hertfordshire which includes youth work projects and programmes, information, advice, guidance, work related learning, outdoor education and support for young people aged 13-19 (up to 25 for young people with learning disabilities). For young people leaving care, support is provided to the age of 21.

2.3 The review and its implementation will be phased over two years to allow for service remodelling processes and workforce development, including consultation with the workforce, partners and young people. While the ambition is to build on strengths and successes to develop a new approach, the review will also aim to make savings in the region of 20% over a 2 year period while still improving the outcomes for young people.

2.4 Detailed proposals for the remodelled service will be brought to Childrens Service's Cabinet Panel in February 2018 for consideration before proceeding to Cabinet in February 2018.

3. Recommendations

- 3.1 The Children's Services Cabinet Panel will consider a report on this item of business at its meeting on 2 November 2017. The Panel will be invited to note and comment upon the content of the report and recommend to Cabinet that Cabinet:
- i. endorses the proposal to remodel services in line with Council and Children's Services priorities and the need to make savings as described in this Report; and
 - ii. notes that detailed proposals for a remodelled service will be presented to the Cabinet Panel in February 2018 and then to Cabinet in February 2018.
- 3.2 The Cabinet Panel's recommendation/s to Cabinet will be reported orally at the Cabinet meeting and circulated to Members in the Order of Business sheet.

4. Background

- 4.1 Children's Services has always had the ethos of regularly reviewing and improving the services it commissions and delivers. Over the last 4 years the service has remodelled and improved many of its services, for example in Family Safeguarding and Families First.
- 4.2 Prevention is a corporate priority and Children's Services, through the [Families First Strategy](#), aims to support children, young people and their families to be resilient, independent and reach their potential, therefore reducing the need for high cost services.
- 4.3 In line with the focus on prevention, officers within Children's Services now intend to consider the services provided covered by YC Hertfordshire which includes youth work projects and programmes, information, advice, guidance, work related learning, outdoor education and support for young people aged 13-19 (up to 25 for young people with learning disabilities). For young people leaving care, support is provided to the age of 21.
- 4.4 The review will be both systematic and holistic. It will consider how services delivered by YC Hertfordshire operate both in and outside the Council and how we can work with our partners both in the public and voluntary sectors. This paper provides a high level overview of the principles that will be taken into consideration as the work moves forward. A further more detailed report on the progress that has been made will be presented to Panel in February 2018.
- 4.5 The review will also consider :-
- How the service areas covered by YC Hertfordshire contribute to the developing "Hertfordshire Adolescent Offer" and the [Families First Continuum of Need & Support](#) taking into account the need to improve the life chances of young people with emerging challenges, before issues and costs escalate, thereby reducing the need for more specialist services.

- How the Council commissions and provides early intervention and preventative services to young people by taking an analytical and targeted approach, particularly for those young people who are hardest to reach and those least likely to engage with other support services.
- 4.6 Working with partners, including the voluntary and community, sector will be a key part of developing a new and more creative approach to supporting young people.
- 4.7 The primary purpose of our early support and preventative approach will continue to be “Enabling Young People to Succeed” and the delivery of targeted early intervention to reduce escalation to more expensive and intensive services. The underpinning principle of delivery will be the development and application of skills, knowledge and experiences that empower young people to make informed decisions and progress successfully to sustained outcomes and economically independent adulthood.
- 4.8 A key part of the review will be to consider how resource allocation can be targeted at those who need support the most, and to “narrow the gap” for those least likely to progress. It will take into account potential increased demand e.g. the ONS forecasted rising youth population of up to 20% between 2017 and 2026, welfare reforms, care leavers and the needs of young people with learning disabilities.
- 4.9 The age range in focus for review will be from 11 to 19 where early support is required and up to 25 years for care leavers and those with Learning Disabilities. This fits with the revised [Family Centre offer](#) of up to 11 years of age and supports smooth transition for young people with ongoing support needs into adulthood.
- 4.10 As noted above the work will be informed by consultation with stakeholders and will include consideration of the following cross cutting themes that address the County Council’s priorities:
- Delivery of preventative programmes focussed on those at risk, those that are vulnerable and those in targeted localities.
 - 1 to 1 casework with young people and their families to support them to become more resilient and address issues before they escalate to crisis point.
 - Identification and 1 to 1 engagement of young people who are looked after and care leavers, actively brokering them into projects and programmes that increase self-esteem, develop personal and social skills and address risky behaviour.
 - Accurate tracking and employability programmes to support young people’s progression into work, the delivery of the Skills Framework, reduce exclusion and to minimise those not in education, employment or training (NEET).
 - Local area and countywide diversionary programmes to prevent criminality and anti-social behaviour, including reducing gang association and the delivery of out of court disposal orders.

- Support in the identification of those at risk of radicalisation and delivery of work with individuals and groups through the Prevent strategy.
- Partnership work with borough and district councils, schools, Herts LEP, Community Safety Partnerships, Health and the Police, including leading 11-19 youth strategy groups to add value to the work of the County Council and in the achievement of its objectives.
- Group work and informal education in targeted local communities, addressing identified need, to facilitate integration and develop personal and social skills.
- Delivery of local social action and volunteering opportunities, projects and programmes that encourage community cohesion and individual responsibility.
- Countywide and locally ensuring the Voice of the Child / Young Person; prioritising the engagement of those from vulnerable groups to be directly involved in the development of their services.
- Developing the self-sufficiency, employability and independent living skills of care leavers up to the age of 25 through 1 to 1 and group work, including peer support. (Due to legislative changes there is significant potential for increased demand from this group.)
- Promoting and supporting good physical, sexual and mental health to achieve emotional well-being, resilience and reduce the risk of self-harm.
- Preparing for adulthood transition plans and a leaving care service for young people with learning disabilities.

4.11 This will lead to the development of a revised model of service which will need to be flexible, innovative and responsive to emerging local and county needs taking into account a range of potential delivery models.

Any proposed new service model will also take into account the following principles:

- Service delivery will focus on targeted prevention and early intervention with young people aged 11-25. This will include work with individuals and opportunities for informal education and learning within a group work setting.
- Front line face to face delivery with young people will be prioritised. The approach to identifying efficiencies will take into account income streams, needs of young people and Council priorities.
- The flexible and innovative nature of the service will be enhanced to address emerging and changing needs such as gang association, youth offending, radicalisation, child sexual exploitation and the impact on Hertfordshire young people.

4.12 There is also currently a successful trading portfolio within YC Hertfordshire which can be further developed to deliver a wider early intervention offer and an enhanced

range of preventative services particularly in Hertfordshire schools, colleges and other settings.

- 4.13 Opportunities for externally funded programmes that enhance the offer to Hertfordshire young people e.g. National Citizen Service; Careers & Enterprise Programme will also be included in the work to be undertaken.
- 4.14 The review will consider the evidential framework for any proposals for a new delivery model so the impact of changes and services on the outcomes for young people can be measured going forward, building on the Hertfordshire 6 Bees Outcomes Framework.
- 4.15 In addition, review proposals will take into consideration national regulation standards for children’s services including Department for Education national guidance, Ofsted inspection requirements and the Matrix Standard framework.
- 4.16 Once a revised model of service has been developed , it will be brought to Panel and Cabinet for consideration and endorsement

5. Financial Implications

- 5.1 The table below describes the current resource envelope for services outlined in paragraph 1 and the proposed phased reduction in budget of 10% for 2018/19 and a further 10% for 2019/20 which is required in order to contribute to the savings that the Council is required to make. There will be an impact on the staffing complement which is where the vast majority of expenditure occurs

Year	HCC Budget £'s	Reduction from 2017/18 £'s	% Reduction in Staffing (FTE)
2016/17 (actual)	8,592,191		
2017/18 (actual)	8,289,691		
2018/19 10% reduction	7,460,721	- 828,970	8%
2019/20 10% reduction	6,631,753	- 1,657,938	21%

- 5.2 There will be change in what and how services are delivered and in some areas a potential reduction. However, the remodelling work will fully take into consideration the continuation of statutory services and the priority will be in delivering targeted prevention and early intervention that improves outcomes for Hertfordshire young people especially those with vulnerabilities.
- 5.3 The framework of the service offer from 2019/20 will be further refined as part of ongoing work that is being undertaken.

6. Equalities Implications

- 6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQiA) produced by officers.
- 6.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 Resources will be focused on the most disadvantaged young people, those presenting the most challenging behaviour, those at risk and vulnerable groups. An equality impact assessment will be undertaken as part of the remodelling of the service.

Background Information

[Office of National Statistics](#)
[Department of Education](#)
[OFSTED](#)