



Meeting: Council Meeting

Date: 26 September 2013

Wards Affected: All

Report Title: Torbay Youth Trust

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1. Purpose and Introduction

- 1.1 Our vision for Torbay young people is, like theirs, ambitious. Our support services for young people are based on the principles that young people feel part of their community, are welcomed and involved in services, have access to quality provision relevant to their needs and with demonstrable benefits, and find the solutions they need and positive ways forward.
- 1.2 Sustaining services for young people within the current financial environment is increasingly challenging. The Local Authority needs to think and act differently in order to meet its statutory responsibilities and achieve best value.
- 1.3 This report, endorsed by Officers from the council and representatives from the voluntary and community sector across Torbay, sets out a proposal to deliver sustainable change in the way services for young people are delivered.
- 1.4 The proposal will shift the current thinking and delivery model away from the local authority by investing in the Voluntary and Community Sector with Young People being at heart of shaping the future of services. This builds on the success that has been achieved with the Neighbourhood Youth Grant scheme.
- 1.5 The new delivery model will enable alternative funding solutions to be used that are inaccessible by the Local Authority.

2. Proposed Decision

That the Mayor be recommended:

- 2.1 That Council supports the creation of a Torbay Youth Trust;
- 2.2 Agreement for a full business case to be developed that considers what services and assets will be transferred to the Youth Trust within the first 2 years of operation as part of the 2014/15 budget setting; and
- 2.3 The council provides Officer support towards the development of the Youth Trust and explores options for contracting with the Youth Trust to deliver appropriate youth services.

3 Reason for Decision

- 3.1 The proposal is that the Local Authority supports the vision for youth services to be delivered and developed through an alternative structure that would bring cohesion to the youth sector as a whole. This would build on the progress we have seen through two years of implementing the neighbourhood youth grant funding, providing a tangible reason for collaboration within the sector. Experience with the grant fund process to date has evidenced strong innovation, co-operation and capability within the sector when there is a shared opportunity. We seek to offer further opportunity within the sector, and also with commercial partnerships by creating a separately constituted organisation through which the Local Authority can deliver key and critical priority services.
- 3.2 The reason for progressing this proposal is that there are some key priorities that need to be seen to fruition for children and young people if Torbay is to develop a next generation of residents who are fit and skilled to contribute positively to the social and economic landscape. In spite of these critical priorities, central funding pressures are reducing the capacity of the Local Authority to commit resources to achieve them, and we need to look now at how we can sustain and develop youth provision through a different operating model, achieving best value with diminishing funds.
- 3.3 The proposal would sustain and develop services for young people, thereby providing the supportive, educational, diversionary and targeted provision needed for them to achieve their full potential. We hope to increasingly see a culture of aspiration, critical to preventing poor outcomes and lifestyle choices, and for this to have a positive impact on the whole community, reducing inter-generational fear and improving the quality of life. Without this proposal, there is likely to be a steady year on year reduction in youth services that is typically mirrored by growing alienation of young people within their communities and the consequent problems that this brings.

Supporting Information

4. Position

- 4.1. A grant funding process was set up for the year 2012 to encourage community and voluntary sector providers to establish and deliver youth services within their neighbourhoods. A large number of stakeholders were consulted in this process, and the service specification and the bidding and allocation processes were co-written to encourage broad engagement and trust. A panel of decision makers was drawn from across sectors and was facilitated by Torbay Children's Services including the consistent support of the Lead Member for Children. A youth panel ran parallel to the adult panel in Year One, but in Year Two, was integrated so that there was shared decision making following dialogue.
- 4.2. There were 21 successful bids in Year One, providing 24 projects; in Year Two there were 16 successful applications providing 20 projects of which 11 were Year One projects re-applying to sustain their provision but requesting less funding than in the previous year. The applications have all evidenced local need and a contribution from other funding sources or in kind through donated work hours. This process has enabled good coverage of provision across Torbay with services particularly strong within areas of deprivation and where there is a high density of young people resident. (A map is appended to the document to illustrate the youth provision coverage, and full details of funding allocations and services are published on the Family Information website, Appendix 1.)

- 4.3. A key strength in this model of delivery has been the alliances formed within the community and voluntary sector in order to maximise youth provision and to support one another in developing their capabilities and capacity. The result has been partnerships based around areas, such as the Young Brixham Partnership which is a fully constituted group of 3 organisations; also the Big Mix, a Foxhole/QED partnership comprising a Faith based group 3 community groups and a voluntary group plus support from Sanctuary Housing and Children's Services. In addition, a completely grass roots group was recently funded in Chelston that was supported in doing this by one of the above partnerships using an asset based community development model (abcd). This is evidence of real community capacity building given the right opportunities and support.
- 4.4. The organisations delivering to young people now have a stake in those communities and are generally from those communities. The support and monitoring of the projects comes from within Children's Services, with a Communities Youth Worker retained in order to ensure safe, quality provision and to support development including a range of training opportunities co-delivered with partners from across all of the sectors. In addition, resources are made available, events information and a central directory of youth services is collated and published on the Family Information website and via a link to all partner services.
- 4.5. Outcomes data is required from the services, but the reporting requirements are as minimal as possible while still assuring the accountability of public funds. We currently have a good understanding of the numbers of young people using provision, whether they fall within particular risk groups, their perception of feeling safe and supported in their community, and how involved they feel in the running of their services. In addition, a survey in June 2013 of 155 young people strongly indicates satisfaction with and good access to services (Appendix 2).
- 4.6. The lessons learned from this process have been valuable for all involved, and particularly in developing a strong sense of equal partnership across the sector where there is respect and trust and equal measures of challenge. In enabling this partnership, we have seen real innovation and determination from within the community in how it supports its own youth population in a way that is profiled uniquely to its area. In many areas, young people are volunteering within their own provision and are voicing their opinions about their neighbourhoods to those who live and work alongside them. The mutual support of organisations within the sector took place with very little intervention from the Local Authority and was largely the result of a new landscape of service delivery that they felt they could really influence. While this is still the beginning of a new way of delivering youth services, it is sufficiently convincing from this early stage to view as a model that could be developed and expanded. A natural progression to this would be the development of a Youth Trust wherein a broader range of services for young people could see the same transformation, guided by but not designed or delivered necessarily by the Local Authority
- 4.7. The benefit to the Local Authority will be an organisation managed externally with a strong sense of business rather than purely service. Where all costs are now borne by the Local Authority, the assumption within an alternative delivery model is that it will access funding streams not available to the Local Authority to add value and contribute to its infrastructure and service costs.

5. **Possibilities and Options**

- 5.1 Consultation events with the voluntary and community sector have considered a wide range of possibilities and options with three in particular being explored in more detail through a full

options appraisal. These models were: Phased Out-Sourcing, Big Ban Out-Sourcing, and the creation of a Youth Trust (see full report at Appendix 3).

- 5.2 The appraisal points to both the phased outsourcing model and the Youth Trust model being feasible for the LA to consider for the future development of youth services. However, taking into account the current and future landscape (drive towards partnerships and more local provision, user involvement in delivery, reductions in available funding from the LA) the development of a Trust seems more likely to provide a sustainable mechanism through which we can confidently shape services around the needs of our local young people

6. Fair Decision Making

- 6.1 We consulted with a full range of stakeholders (ranging from staff to providers and Officers and Councillors) in February 2013 when we set up a Visioning Day for the future of youth services and for a Youth Offer. Over 60 attendees from the community and voluntary sector and across youth associated sectors attended the day. This contained not only local information, but was supported by the consultant for BIG who had overseen the My Place centres including Parkfield. In addition, a national youth delivery charity, Catch 22 attended to put Torbay's situation into a national context. At the end of the Visioning Day, all attendees had contributed to an overall vision, and over twenty people stated their desire to remain engaged in progressing a Youth Offer in Torbay.
- 6.2 In March 2013, a further consultation took place with 17 of the attendees from the first Visioning Day. This day reviewed the information and ideas from the day in February and went through some options for a different model of delivery for youth services. The group on this day was supported again by the consultant from BIG and also by the advisor from the Regional Youth Work Unit. This group explored seven models of youth work delivery and chose three of these for a full options appraisal to be completed. The group also agreed a framework by which to measure these three options.
- 6.3 The Options Appraisal was completed in May and sent to all stakeholders for feedback. We received full written feedback from six stakeholders, and verbal feedback in support of the process and the preferred model from others. Feedback was generally supportive of the recommended option of a Youth Trust, but offered guidance and suggestions for how this might work, and for some of the barriers as well.
- 6.4 A small reference group was set up with cross party members who agreed to support the progression of the preferred model for delivery, which was the establishment of a Youth Trust. This group has met twice, predominantly looking at where to access funding in support of establishing a new delivery organisation.
- 6.5 Young people were consulted outside the above events. The consultation focused on access to provision and what type of provision was wanted rather than what type of organisation should deliver this. We received responses from 155 young people via focus groups, paper questionnaires and e-questionnaires. The general response indicated a high satisfaction with youth provision and a good rate of access taking account of geography, finance and diversity.

7. Public Services (Social Value) Act 2012

The report is not recommending any direct commissioning of services at this stage and therefore it does not have a direct impact on the Public Services (Social Value) Act 2012 The report seeks

the endorsement of work with the community and voluntary sector which is already in progress

7.1 The business plan that will be developed as part of the budget setting for 2014/15 will need to consider the Public Services (Social Value) Act 2012 in more detail

7.2 However, social value can be described as the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes. By endorsing the direction of travel proposed, the council is supporting the principles of social value, but exploring the additional community benefits of a thriving voluntary and community sector locally.

8. Risks

8.1 The risk if this proposal is not adopted is that potential opportunities to bring money in to youth services through currently unavailable funding streams will be missed. In addition, the opportunity to collaborate more effectively and adopt a more diverse model of governance and delivery may fall by the way, losing much of the momentum that has been gained to date.

8.2 Risks associated with adopting the proposal lie in the model itself and in the failure to establish a set of governance arrangements that will both free the Trust to grow and develop while ensuring there is sufficient influence initially from the Local Authority. This risk will be mitigated through establishing a Shadow Board for the new organisation and through ensuring that the Local Authority retains a key role on the Board.

8.3 An Equality Impact Assessment is included at Appendix 4.

Appendices

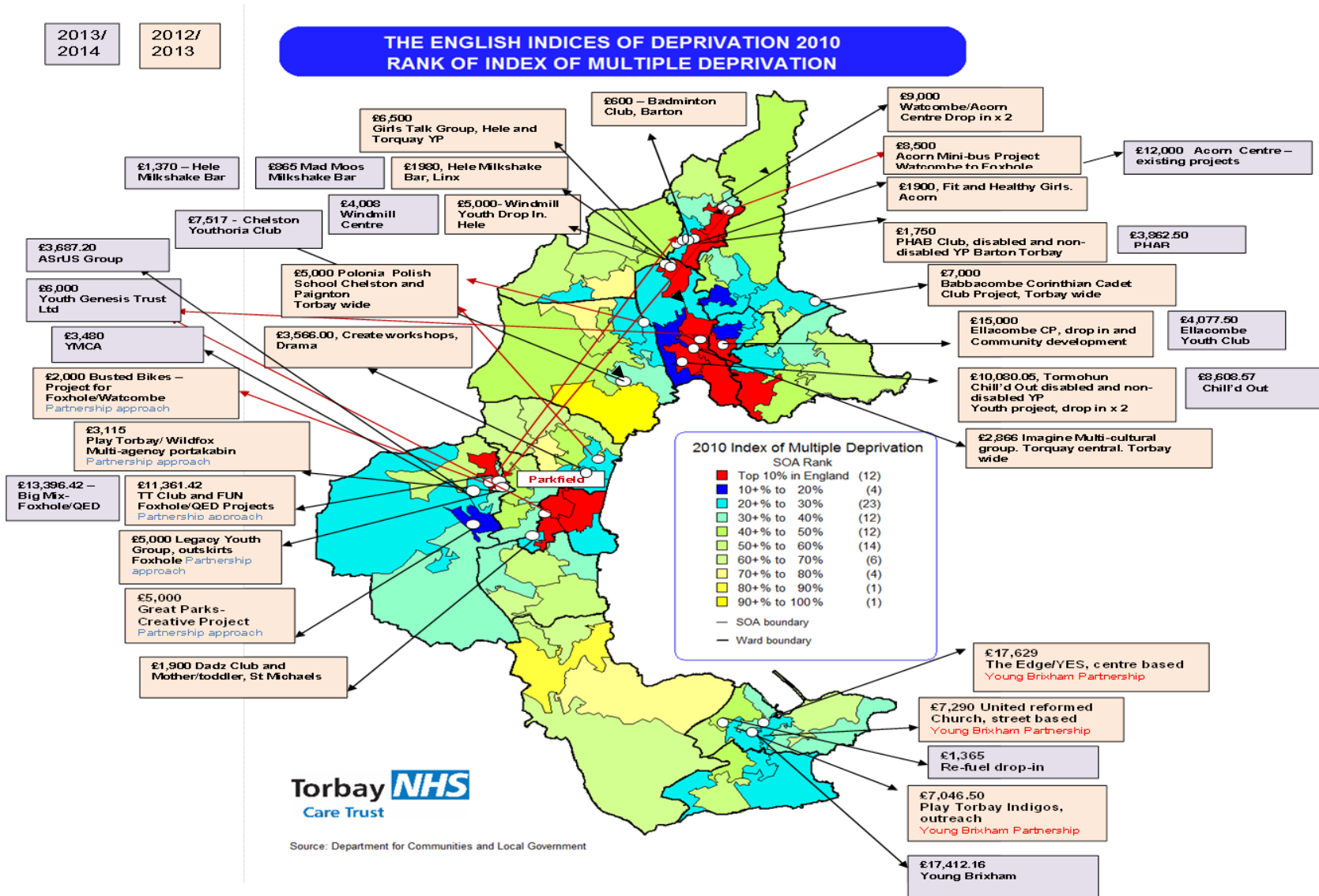
Appendix 1	Youth Provision Map
Appendix 2	Young people survey and findings
Appendix 3	Options Appraisal
Appendix 4	Equality Impact Assessment

Additional Information

Family Information website listing funding allocations

<http://www.torbay.gov.uk/index/yourservices/fis/torbayyouthservice/youthactivities/youthactivities1314.htm>

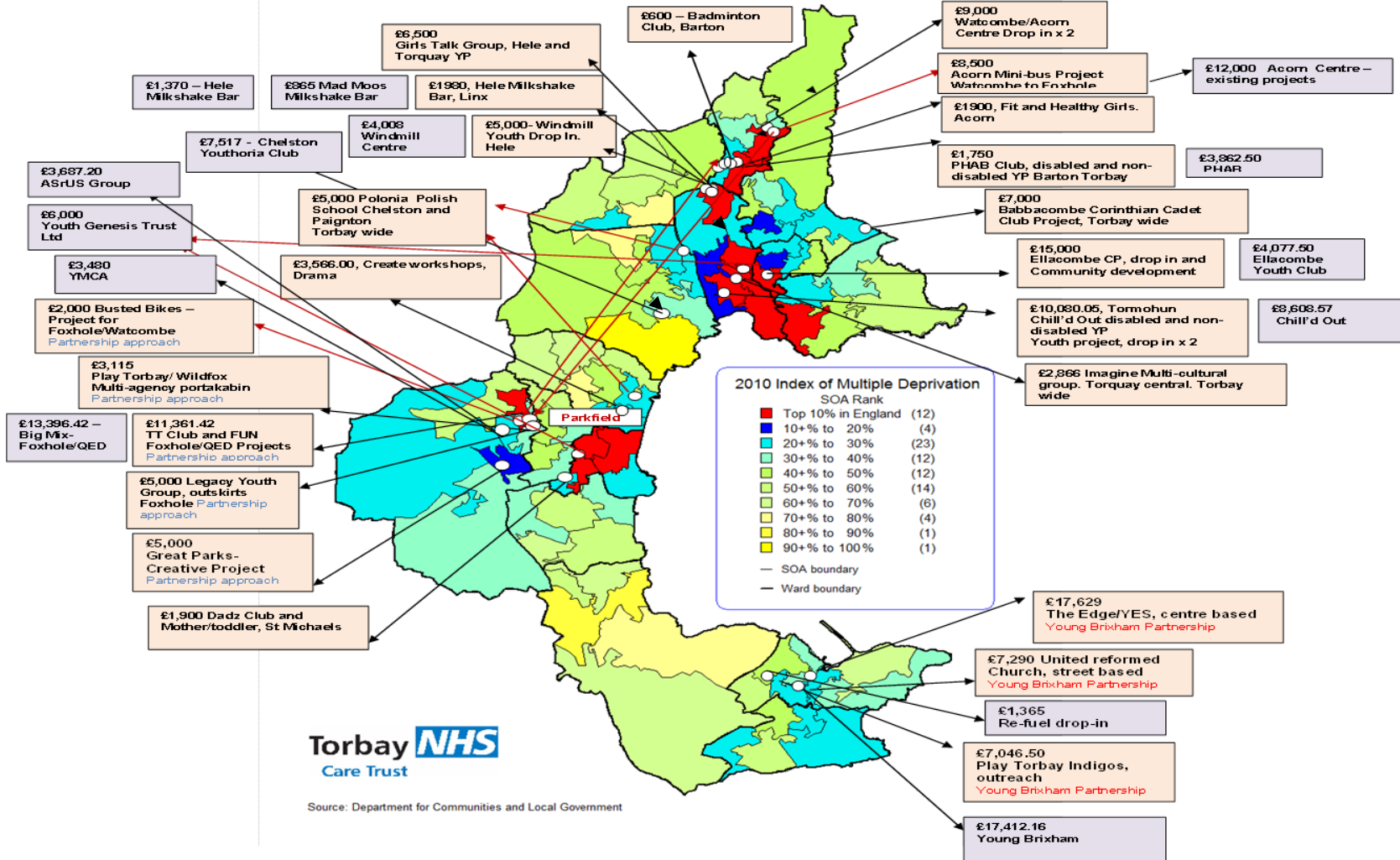
Appendix 1



2013/
2014

2012/
2013

**THE ENGLISH INDICES OF DEPRIVATION 2010
RANK OF INDEX OF MULTIPLE DEPRIVATION**



£1,370 – Hele Milkshake Bar

£965 Mad Moos Milkshake Bar

£1980, Hele Milkshake Bar, Linx

£6,500 Girls Talk Group, Hele and Torquay YP

£600 – Badminton Club, Barton

£9,000 Watcombe/Acorn Centre Drop in x 2

£12,000 Acorn Centre – existing projects

£8,500 Acorn Mini-bus Project Watcombe to Foxhole

£1900, Fit and Healthy Girls, Acorn

£1,750 PHAB Club, disabled and non-disabled YP Barton Torbay

£3,862.50 PHAR

£3,687.20 ASrUS Group

£7,517 – Chelston Youthoria Club

£4,008 Windmill Centre

£5,000 – Windmill Youth Drop In, Hele

£6,000 Youth Genesis Trust Ltd

£5,000 Polonia Polish School Chelston and Paignton Torbay wide

£7,000 Babbacombe Corinthian Cadet Club Project, Torbay wide

£4,077.50 Ellacombe Youth Club

£3,480 YMCA

£3,566.00, Create workshops, Drama

£15,000 Ellacombe CP, drop in and Community development

£2,000 Busted Bikes – Project for Foxhole/Watcombe Partnership approach

£3,115 Play Torbay/ Wildfox Multi-agency portakabin Partnership approach

£10,080.05, Tomohun Chill'd Out disabled and non-disabled YP Youth project, drop in x 2

£8,608.57 Chill'd Out

£13,396.42 – Big Mix- Foxhole/QED

£11,361.42 TT Club and FUN Foxhole/QED Projects Partnership approach

£2,866 Imagine Multi-cultural group, Torquay central, Torbay wide

£5,000 Legacy Youth Group, outskirts Foxhole Partnership approach

£5,000 Great Parks- Creative Project Partnership approach

£17,629 The Edge/YES, centre based Young Brixham Partnership

£7,290 United reformed Church, street based Young Brixham Partnership

£1,365 Re-fuel drop-in

£7,046.50 Play Torbay Indigos, outreach Young Brixham Partnership

£17,412.16 Young Brixham

Torbay NHS Care Trust

Source: Department for Communities and Local Government



Torbay Youth Offer Survey Feedback

June 2013

This consultation was open between 2 May and 18 June

Method	Number of questionnaires returned	Percent of questionnaires returned
Paper	137	88.4%
Online	18	11.6%
Total	155	100.0%

Introduction

Torbay Youth Service wanted to capture the views of 8 to 25 year olds on how they could develop a full Youth Offer in Torbay, including a range of support, advice and guidance opportunities. The consultation will be used as part of developing a future vision for Youth Services from April 2014.

Methodology

Torbay Youth Service designed, produced and distributed paper questionnaires to a variety of youth service providers asking them to circulate copies amongst the young people who attend.

An online version of this survey was produced by the Performance, Policy and Review Team. This was also circulated by Torbay Youth Service.

Tables were constructed and percentages calculated using the overall number of questionnaires received (155) as the denominator unless otherwise stated.

Quality Assurance

To ensure the quality of data provided, all information received through both the online and paper surveys were verified and moderated. This provides reassurance that the results presented overleaf are a true representation of respondent's views.

Summary of results

- 74.8% of the young people have Youth Groups or activities in their area.
- 53% attend a Youth Group or activity at least once a week.
- The most common opportunities offered are making friends, a safe and enjoyable place to go and someone to talk to.
- The least common opportunities are spiritual development, accreditations or youth awards and informal learning activities.
- Nearly half of the young people heard about the club / activity they attend from friends.
- Friends and Facebook were the preferred method of communications.
- Most of the respondents (49.7%) walked to the group / activity.
- 40.6% of the young people think that the range of activities and facilities in Torbay is very good.
- When asked what makes a good club / activity the most common answers were the people / friends (23.9%), activities (15.5%) and the youth workers (15.5%).
- 61.3% were happy with the days and times the various provisions are open.
- Bullying (20.6%) was the most likely reason people would stop attending.
- To have fun (37.4%) and see friends (21.3%) were the most common reasons for going to the clubs and groups.

Results

Q1 What age are you?

The majority of respondents were aged 14 (15.5%). 78.1% were aged under 16 (8 to 15 years) and 21.3% aged 16 to 25.

Age	Number	Percent
8	4	2.6
9	7	4.5
10	14	9.0
11	17	11.0
12	17	11.0
13	21	13.5
14	24	15.5
15	17	11.0
16	14	9.0
17	7	4.5
18	5	3.2
19	4	2.6
21	1	0.6
22	1	0.6
25	1	0.6
Total respondents	154	99.4
No response	1	0.6

Q2 What gender are you?

The majority of respondents to the survey were Female (52.9%).

Gender	Number	Percent
Male	71	45.8
Female	82	52.9
Total respondents	153	98.7
No response	2	1.3

Q3 What is the name of the area where you live?

Nearly half (46.5%) of the respondents live in Paignton. Torquay and Brixham were the next most popular answers with 23.9% and 16.1% respectively. From outside of the Bay the most frequent response was Kingsteignton (3.9%).

Area	Number	Percent
Brixham	25	16.1
Paignton	72	46.5
Torquay	37	23.9
Torbay	2	1.3
Devon	12	7.7
Other	2	1.3
Total respondents	150	96.8
No response	5	3.2

Q4a Are there any Youth Groups or Youth Activities in your area?

Just under three quarters of the young people answered that there are Youth Groups or Youth Activities in their area.

	Number	Percent
Yes	116	74.8
No	27	17.4
Total respondents	155	92.3
No response	12	7.7

Q4b Or, are there any Youth Groups or Youth Activities that you go to in another area or town?

23.2% of respondents answered that there was a Youth Group or Youth Activity that they attended in another area or town.

	Number	Percent
Yes	36	23.2
No	45	29.0
Total respondents	81	52.3
No response	74	47.7

Q5a If yes, (Q4a or Q4b) how often do you attend?

Over half (61.3%) of the young people who completed a survey regularly attend a Youth Group or Youth Activity.

	Number	Percent
Regularly	95	61.3
Quite often	15	9.7
Not much	15	9.7
Total respondents	125	80.6
No response	30	19.4

Q5b If regularly, how many times a week?

50.5% of those young people who stated they attend regularly go once a week, this equates to 30.9% of the total respondents who submitted a survey.

	Number	Percent
Once a week	48	50.5
Twice a week	11	11.6
3 times a week	11	11.6
4 times a week	3	3.2
5 times a week	9	9.5
Total respondents	82	86.3
No response	13	

Q6 What does/do your youth club / centre / group(s) offer?

The most frequently selected opportunities were making friends (81.9%), a safe and enjoyable place (74.8%), and someone to talk to (72.9%).

The services selected by the fewest proportion of respondents were spiritual development (27.1%), accreditations or youth awards (31.6%) and informal learning activities (31.6%).

The sum of the responses to this question is more than the total number of young people as respondents could choose more than one answer.

	Number	Percent
Making friends	127	81.9
A place that is safe and enjoyable to spend your time	116	74.8
Someone to talk to	113	72.9
The opportunity to have your say	107	69.0
Leisure and sports	100	64.5
Cultural activities, such as arts, theatre, drama, dance and music	93	60.0
Information and support	87	56.1
Volunteering/young leading	79	51.0
The opportunity to decide on how your group/club is run	74	47.7
Trips and off site activities	72	46.5
Anti-bullying awareness/policy	62	40.0
Informal learning activities such as relationships and health awareness etc	49	31.6
Accreditations or youth awards	49	31.6
Spiritual development	42	27.1

Q7 How did you hear about the Youth Clubs / Activities etc. that you attend?

Nearly half of the young people (49%) heard about the Youth Club/Activities that they attend from friends. Other frequent answers were school (30.3%) and family (24.5%).

Answers given in the “Other” category included youth worker, church, internet and social worker.

	Number	Percent
Friends	76	49.0
At school	47	30.3
Family	38	24.5
Other	38	24.5
Posters/flyers	32	20.6
Parkfield website	15	9.7

Social media	12	7.7
Group's website	10	6.5

Q8 How would you want to hear about clubs / groups / youth provision?

The most popular sources of information were friends (11.0%) and Facebook (8.4%).

	Number	Percent
Friends	17	11.0
Facebook	13	8.4
Flyer/Poster	9	5.8
Internet	9	5.8
In person	9	5.8
Letter/Newsletter/Leaflet	7	4.5
School	7	4.5
Family	6	3.9
Youth worker	6	3.9
Club/Group	3	1.9
Social media	3	1.9
Email	2	1.3

Q9 How did you get there / here?

Most of the young people (49.7%) walked to the Youth Group/Activity they were attending.

	Number	Percent
Walked	77	49.7
Bus	11	7.1
Other:		
Bike	6	4.2
Car	27	18.9
Train	1	0.7
Ticked other but no response	21	14.7
Total respondents	143	92.3
No response	12	7.7

Q10 What do you think of the range of youth activities / facilities in Torbay?

40.6% of respondents feel that the range of youth activities / facilities in Torbay is very good. 17.4% answered that they could be better.

Answers in the "Other" category included "don't know" and "rubbish".

	Number	Percent
Very good	63	40.6
OK	42	27.1
Could be better	27	17.4
Other	9	5.8
Total respondents	141	91.0
No response	14	9.0

Q11 What do you think makes a good club / centre / group / youth provision?

The most frequently mentioned answer, by 23.9% of respondents, was **people / friends**. Other popular responses included **activities** (15.5%), the **youth workers** (15.5%) and **having fun** (11.6%).

	Comments made by respondents
The people / friends	<p><i>"Friendly people and good friends."</i></p> <p><i>"...having friendly people around..."</i></p> <p><i>"Meet more friends."</i></p>
Activities	<p><i>"...You need to give us good stuff to do so we don't look to do other stuff."</i></p> <p><i>"Things to do - laptops, cooking project, playing pool..."</i></p> <p><i>"A range of activities for all ages."</i></p>
Youth workers	<p><i>"Brilliant staff."</i></p> <p><i>"Workers that will understand us and treat us as adults and not like little kids."</i></p> <p><i>"Leaders that are kind and understanding."</i></p>
Having fun	<p><i>"To have fun."</i></p> <p><i>"Fun."</i></p>
Computers	<p><i>"Having computers."</i></p> <p><i>"Computers."</i></p>
Safe place	<p><i>"Being safe."</i></p> <p><i>"Somewhere you can feel safe."</i></p>
Support / advice	<p><i>"Place to go that u can get support and speak about stuff without being criticised and where u feel u are listened to and that u will be supported for just being who u r".</i></p> <p><i>"Somewhere you can go if you are upset or need advice."</i></p>
No bullying	<p><i>"No bullying..."</i></p> <p><i>"Nice staff and no mean kids are the best places."</i></p>

Q12 What do you think of the days and times the youth club / centre / groups are open?

61.3% of the young people had positive comments and 15.5% were negative in their response about the days and times. 13.6% of respondents suggested other times that they could be open.

	Comments made by respondents
Positive	<p><i>"Brilliant."</i></p> <p><i>"It's good because there are many on different days."</i></p> <p><i>"Perfect times to have them, especially at Parkfield. The night is usually for teens and the daytime is usually for the younger ones to come to like the BMX track or Youth Club."</i></p>
Negative	<p><i>"It's not open for long enough, we lose nearly an hour for lunch to be eat."</i></p> <p><i>"Not good."</i></p> <p><i>"Too late to get bus home."</i></p>
Other suggestions	<p><i>"Should be open 7 days a week and later at weekends."</i></p> <p><i>"It should be open on Sunday and Monday."</i></p> <p><i>"Saturday, Wednesday, Monday."</i></p>

Q13 What would stop you from going to a youth club / centre or group?

Bullies and people not being nice was the most likely reason the respondents would stop going to a youth club / centre or group (20.6%). 14.8% stated that **nothing** would stop them from going and 9.0% if they were **unable to get there**.

	Comments made by respondents
Bullies / People not being nice	<p><i>“Being bullied.”</i></p> <p><i>“If there was bullying.”</i></p> <p><i>“People who go there bullying other people.”</i></p> <p><i>“Mean people and horrible staff. Simple as that.”</i></p>
Nothing	<p><i>“Nothing”</i></p> <p><i>“Nothing, I like everything about the YC.”</i></p>
Unable to get there / home	<p><i>“Getting here.”</i></p> <p><i>“If I couldn’t get there.”</i></p> <p><i>“Transport / getting home.”</i></p>
No longer fun	<p><i>“Getting bored if there is nothing to do or anything I like to do.”</i></p> <p><i>“If there was nothing to do.”</i></p>
Other commitments	<p><i>“When I’m busy or spending time with my family.”</i></p> <p><i>“Being involved with something else / exams / commitments.”</i></p>
Not on / closed	<p><i>“If it was closed.”</i></p> <p><i>“If it is not on.”</i></p>

Q14 Why do you go to your youth club / centre / group?

The most common response given for why young people go to their youth club, centre or group was because it is **fun** (37.4%). The second most frequent answer was to **see friends** (21.3%), followed by **something to do** (11.6%) and to **make new friends** (6.5%).

	Comments made by respondents
Fun	<p><i>"Because I enjoy it..."</i></p> <p><i>"Because you can have fun..."</i></p> <p><i>"Coz I enjoy it – I think it's great."</i></p> <p><i>"To have fun."</i></p>
See friends	<p><i>"To hang out with my friends more often out of school."</i></p> <p><i>"To spend time with my friends."</i></p> <p><i>"To be with friends..."</i></p>
Something to do	<p><i>"It's something to do on a Saturday."</i></p> <p><i>"Nothing else to do."</i></p> <p><i>"Something to do."</i></p>
Make new friends	<p><i>"...I can make new friends."</i></p> <p><i>"...meeting new people."</i></p>
Chill	<p><i>"To chill with my mates..."</i></p> <p><i>"Getting out of house...relaxing..."</i></p>
Music	<p><i>"For the recording studio."</i></p> <p><i>"To participate in the music."</i></p>
Sport / Fitness	<p><i>"Fitness / strength building."</i></p> <p><i>"Get fit – football."</i></p>
Advice / Support	<p><i>"I go to speak to someone about my life and they give me support and help with all the s*** in my life that were f***** up by people not accepting me for who I am. Parkfield is a place where I feel safe and the one of the staff helps me to feel good about myself and my life".</i></p> <p><i>"Somewhere to go where kids are accepted and never get judged It's fun and they support you on any issue."</i></p>

Q15 Any general comments about youth club / centre / groups in Torbay.

A selection of these comments has been copied into the table below.

Comments made by respondents
<ul style="list-style-type: none">• <i>Better advertisement needed, more activities for older youths up to 21</i>• <i>Could we cut down the brambles in Indigo and need more swings like the swings with handles</i>• <i>Fun but should do different things each week and cut down the brambles and have the swings back with the handles</i>• <i>Get someone who knows what young people are about to run the clubs. Get someone who knows how to organise really cool stuff to run the clubs like a business so it has money for things. Parkfield is such a letdown and we got promised so much stuff there.</i>• <i>How come we haven't no youth worker in our school anymore? they helped me at pcsc when I was feeling s***</i>• <i>I am happy with the youth clubs I attend that are available in the bay.</i>• <i>I go to Parkfield. It is the best!!!!!!!!!!!!!!</i>• <i>I hope no clubs have to be get rid of only because Parkfield is an amazing OPTION. THE OTHERS ARE GOOD BUT THIS ONE IS THE BEST!! The youth clubs are amazing and brings so much fun after school. No wonder they are busy. Great fun!!</i>• <i>I hope they don't stop running the club.</i>• <i>I really want to do the duke of Edinburgh award but don't want to do it in my school. Brixham YES used to do it but not anymore. If it still goes on can it be advertised at Parkfield I'm in there a lot.</i>• <i>Keeps me happy, safe and away from trouble</i>• <i>More could be done to help youth clubs/centres/groups in Torbay financially</i>• <i>Nana Kaff is awesome</i>• <i>Nana Kaff rocks she is wicked</i>• <i>Need more advertising/involvement with leading them from available adults</i>• <i>need more of them and not the ones that try to convert u into being a zombie worshiper but ones that allow u to be who u r and make things safe for u to be a kid and get information about sex and stuff</i>• <i>Some of them need to stop bullying</i>• <i>There needs to be more people to talk to. I used to have someone in school but then they left and now there is no one in school any more. The staff at the youth centre place have basically saved my life!!!!</i>• <i>They are poorly funded, lack inspiration and do not encourage creativity. I feel as though that youth provisions are being squeezed to breaking point.</i>

Appendix 3: Options Appraisal

Introduction

'Positive for Youth' a briefing document was presented to and passed by the Policy Development Group in December 2012. The paper sets out Torbay's ambition for its young people, taking account of government policy guidance (Positive for Youth 2011) and the re-stated duty (June 2012) under the Education and Inspection Act 2006 to deliver services for young people informed by and co-produced by young people. The policy briefing identified consultation and delivery model options to be presented by June 2013 in order that a new set of delivery arrangements could be implemented by April 2014 for Torbay (appendix 1).

This paper follows a series of consultation events with the Community and Voluntary Sector, and with young people across Torbay. The events have been:

Visioning Day February 2013 – appendix 2

Partner consultation event March 2013 – appendix 3

Young people consultation events – appendix 4

The consultation event in March 2013 presented a number of delivery options that may be chosen for the future Youth Offer. An early decision was taken not to appraise the current model of delivery as a policy decision has already been taken to move service delivery away from direct Local Authority control and to develop more diversity within youth services. The group selected three of the models presented during the consultation event to explore further in an options appraisal. The three models chosen were

Phased Out-sourcing

Big Bang

Youth Trust

Options Appraisal Framework

The following framework for appraisal was agreed by the group that met in March 2013, to test the options against some key requirements of delivery. The 6 elements within the framework were recommended by a consultant from BIG (Lottery) who attended the Visioning Day and the consultation event in March, and these were supported and supplemented by the group on the day. A fuller explanation of this framework can be found within the document at appendix 3.

- 1. Maximising outcomes for young people .**
- 2. Improving synergy between local authority, voluntary sector and volunteer run services, including localness.**
- 3. Accounting for difference**
- 4. Leadership and direction**
- 5. A learning and improvement culture, including quality of provision.**
- 6. Financial flexibility & sustainability and value for money**

Model One: Phased Out-sourcing

This model proposes moving all, or the majority of services gradually from in-house delivery to delivery by an external provider which may be not-for-profit or private sector.

Maximising outcomes for young people

This model allows for those areas of service that are more established, and/or where there is a clearer sense of specification in terms of required outcomes to be tabled for delivery by external partners. Alternatively, using an outcomes-based commissioning framework, the service could be redesigned, benefitting from a complete refresh with young people and potential delivery partners establishing all but the overarching outcomes, and finding innovative ways of maximizing and adding value to outcomes.

Services initially outsourced may be those with a lower risk, and sitting within a lower level of need, with the LA then maintaining the delivery for services with a higher level of complexity and need. For the Local Authority this may protect the gateway to high cost, acute services while building the skills base within lower risk commissioned services. For young people, a varied landscape of provider blended with the assured safety net for critical circumstances should provide a strong set of outcomes.

Improving synergy between local authority, voluntary sector and volunteer run services, including localness

The process of gradual out-sourcing establishes a working partnership that enables mutual support, understanding and development. The approach requires a strong and prolonged partnership commitment that is not simply that of commissioner and provider as both are testing their way forward. With predominantly small and local organisations prevalent within Torbay, this may be an opportunity for growth from within the VCS, or it may also be that a larger organization may sponsor the smaller ones, creating a pipeline of providers supported by the experience and resources of a national, established body. However the constituent parts form, a phased approach to commissioning is likely to generate a mutual appreciation of the sectors and their separate benefits and challenges, and is likely to forge ways of maximizing the benefits and reducing the challenges.

While adopting a phased approach, however, concurrent models of delivery may not necessarily create warm and trusting partnerships without a strongly stated vision or commissioning strategy and without strong and constant leadership. There is the potential for the sectors to continue to view each other with some suspicion as phased out-sourcing will inevitably lead to a period of differential resourcing, terms and conditions and specifications that could be mitigated by a clear focus on outcomes and impact. In addition, the challenges of funding do create some risk for smaller organisations, and then to their ability to sustain agreed services.

Localness is the concept of recognizing and valuing the very particular profile and cultures of people and organisations within Torbay itself. The phased model may provide more time to enable diverse types of delivery either matching an area, an issue or a population; it may also enable creative ideas from locally rooted organisations to gain support and momentum within the development process. With the implied innate knowledge of localness, a phased approach may provide more time and evidence to commission truly targeted services that meet outcomes through understanding that a more adaptable method is sought. The risk, however, is that such options do not connect with broader delivery models, or that they are expensive as unilateral pieces of work.

Accounting for Difference

Different groups within different areas may require differentiated services that account for their specific profiles and needs. Moving services incrementally may allow better analysis of this and may also enable organisations to respond to 'gaps' in required delivery. Differentiated, tailored services are, though, more expensive in general, and may be hard to manage and measure alongside similar commissioned services. Also, the phases of outsourcing may see continued reductions in funding that will leave few resources for small and local services and that are relatively expensive to commission.

Leadership and Direction

Phased out-sourcing will require strong and constant leadership and direction to maintain. For this model to be effective, a commissioning strategy outlining what is meant by 'phased' needs to be in place and agreed by all the constituent parts. The journey and the vision needs to be spelled out in timescales and in outcomes sought, and must receive sign-up at the most senior level within the Local Authority otherwise it risks being diluted or fast-tracked prematurely. By the nature of a phased approach, timescales are longer and the process is therefore vulnerable to changes in priority through changes to the funding envelope, to political determination and issue steer, and simply through changes in personnel.

A Learning and Improvement Culture, including Quality of Provision

An iterative process enables learning along the way for all parties who will not only absorb elements of good, dynamic and progressive practice, but will begin to shape a collectively understood set of standards that is calibrated from within the group. This could be actively built into the process of phased commissioning by evaluating and reviewing services commissioned in the early stages, and learning from successes and set-backs. For the Local Authority, this maintains a focus on quality and, as time goes by, minimises costly mistakes and decisions that impact negatively on outcomes; and for other players, this drives up standards and reduces wasteful processes and resource allocation. Ultimately, service users and recipients will benefit greatly from a process that fosters a measured and considered understanding of what does and doesn't work, and that recognises quality. This process does imply a great deal more focus and resource on monitoring and supporting improvement, however, and may lead to complaints of excessive scrutiny and management from the first providers

Financial flexibility and sustainability and value for money

The challenges facing public services funding are significant, bringing not only caution but inability to predict budgets for many services. Without a statutory banner to wave, youth services will be highly vulnerable to further cost savings. In addition, there will be a temptation to out-source to save first and foremost, rather than to meet a stated outcome and strategy. Phasing the out-sourcing allows the Local Authority to allocate funding to elements of the service without committing a long-term budget to the whole parcel, and that it spreads the risk. For organisations, this gives little security and does not provide sustainable funding and may suit smaller organisations with less infrastructure and smaller overheads. Those smaller organisations are often those adept at responding quickly to changes in specifications, and may be more flexible in their ability to scale up and down depending on circumstances. Conversely, phased out-sourcing creates more complex tiers of commissioning, so is intensive in its set up and management; also that smaller bundles of work are also smaller in value and may not support organisations in their sustainability. Opportunities for growth and attracting funding are limited by the low value and short-terms basis of the commissioning.

Model Two: Big Bang Out-sourcing

This model would see a major piece of commissioning that specified all or most of the services within the Youth Offer and put them out to tender. Whether one organisation took this on, whether there was a pipeline of deliver, or whether sections of work were 'bundled', a commitment would be made by the Local Authority to out-source the whole area of work.

Maximising outcomes for Young People & quality of provision

This model may provide a single framework and specification that is clearer to measure and monitor. There is scope for outcomes based commissioning and for co-scripting of the specification with partners, and a larger scale commissioning commitment is more likely to embed quality of provision within the whole.

Improving synergy between local authority, voluntary sector and volunteer run services, including localness

If there is involvement with the community and voluntary sector leading up to the commissioning and procurement process and specifications are jointly written, then deeper understanding between the organisations will develop. However, a model that out-sources services in one procurement arrangement, whether this is as a bundle or in lots does give less scope to learn and develop in recognition of the unique values of delivery on both sides. In addition, there is the potential for deepening any divisions rather than creating synergy, because the delivery of youth services passes from one sector to another without sharing practice, experience and strategies.

Accounting for Difference

Big bang means a single process that procures all services simultaneously. It is possible that contracts can account for difference in population or geography if this is understood and written into the specification and the scoring of the bids. This model is, however, more likely to illicit a single provider whose ability to differentiate services is likely to be of lower priority than the infrastructure and economies of scale that it could bring, unless it were to consider sub-contracting in a pipeline of local delivery partners.

Leadership and Direction

The implication with this model is that leadership and direction will be clear, with a policy decision and commitment to out-source services on a given date. With this process taking place at a determined pace, there should be less risk that it will be diverted by political or economic pressure, or that a change in personnel within the Local Authority will delay or overturn the policy.

A Learning and Improvement Culture, including Quality of Provision

This model does not enable incremental learning because it will require a single process of out-sourcing with determined service specifications. The provider or providers will commence delivery within the specification and 'learn' within the cycle of delivery and through direct experience of what is and is not effective. However, if the contract monitoring expectation is to include routine evaluation, and mature discussions around adaptation according to evidence, then a learning and improvement culture is possible, albeit one that needs to be led by the Commissioner. Quality of provision is, again, a requisite of the service specification, and will be assured through contract monitoring. A single provider, or one that sponsors smaller providers as sub-contractors, should have the capacity and infrastructure to implement and develop quality standards, and these are likely to be consistent, whereas if the process enables delivery in lots to a number of organisations, there will be less consistency.

Financial flexibility and sustainability and value for money

A single commissioning process will require an agreed funding envelope over an agreed period of time. This may be difficult in the current economic climate where the budget for youth services is not statutory and is therefore vulnerable to ongoing cuts in funding. If a single process attracts a single provider, then they are likely to have less ability to scale up and down because of the wider infrastructure requirements for both delivery and back office staff and buildings.

Model Three: A Youth Trust

A Youth Trust would be set up as a Non Profit Distributing Organisation (NPDO) under a range of legal formats, with its objectives defined to deliver services to young people within an agreed geographical area. The Trust could hold the commissioning role for youth services and the funding, operating as an independent organisation.

Maximising Outcomes for Young People

A Trust would essentially be set up to maximise outcomes for young people through its stated objectives. In this sense, the Youth Trust model establishes a core operating purpose with usually high quality standards that are assured through the partner members of the Trust. Acting in an umbrella function, the Trust could work to raise standards across the sector, developing a shared knowledge and skills base, thereby raising standards and maximising outcomes. In addition, its ability to pool knowledge and resources through its membership and Board of Trustees would enable it to pursue funding streams available to non-statutory organisations and to then increase its outcomes potential, including potentially through the development of new areas of work either identified by young people locally or through national or regional networks.

Improving synergy between local authority, voluntary sector and volunteer run services, including localness

There is the potential for this model to either increase synergy or to create a sense of separation. If the Trust maintains Local Authority representatives alongside other partners on its operating Board, then it will set its members on a journey of delivery through cross-sector collaboration that will bring deeper understanding to all parties. Conversely, if there is no Local Authority membership of the Trust, then it operates at arm's length and is likely to widen the gap in understanding between sectors, leaving the new Trust and the youth portfolio to operate parallel to other strategic areas of local priority .

The potential to develop partnerships within a Youth Trust is strong where there has been partnership engagement in the development process and where this is specified in the business plan and driven through the recruitment of Trustees. The focus on localism too would be engineered through the same routes, and this model will encourage localism where the Trustees represent their users and the communities in which they live, and use this knowledge to seek new opportunities to develop services.

Accounting for Difference

A Youth Trust can build a representative knowledge and understanding of communities and or populations. It may be that this set -up encourages responsiveness and creativity because it can mobilise smaller organisations under its umbrella, enabling a high level of diversity. Additionally, in its ability to raise income, it is theoretically able to bid for funding for fairly niche types of work, perhaps in collaboration with regional or national organisations, potentially benefitting small areas or small populations that may not otherwise have their needs met. As in the former section, the selection of Trustees and processes for communicating with stakeholders is the key to ensuring that difference is

accounted for, and a Trust model could agenda issues of diversity and effect change more swiftly and with less barriers than a model of separately commissioned and accountable providers.

Leadership and Direction

In establishing this type of organisation, there needs to be a shared vision for youth services with political sign up and a strategy for implementation of the new set up. The leadership and direction for this needs to be clear and constant both on the part of the Local Authority and then on the part of the Youth Trust once it is established, with clear contracting agreements and operating functions to maintain its focus and clear structures to report progress and development. Where this is in place, the potential for strong leadership is good, with the added dimensions of a Trust forging additional priorities through the skills and knowledge of its Trustees and stakeholders. This element of leadership and direction may deliver added value back to the Local Authority, potentially influencing a broader agenda than Youth alone. The central holding function of a Trust additionally prevents fragmentation and maintains a strategic oversight of services that aids clarity of direction.

A disadvantage to this model may be that once the Trust is established, it is not fully supported and held to task because of a lack of sufficient commissioning resource within the Local Authority, and because the leadership and direction for youth provision is diluted and devolved to the Trust. This may then see delivery change in a direction away from key local strategic priorities, or may also see the funding relationship between the Trust and the Local Authority lose confidence and integrity.

A Learning and Improvement Culture, including Quality of Provision

A Youth Trust operating with a delegated commissioning function could introduce a level of quality standards for its members. The organisation could deliver training and source support either as an internal arrangement or also externally to drive up standards. If the Local Authority has a place on the Trust Board, then there is good opportunity to share learning and resources; if this is not the case, then a strong mechanism for communication may enable this to take place, but is likely to be less effective.

Financial flexibility and sustainability and value for money

It is likely that services that continue to be delivered through the organisational mechanism of the Local Authority will continue to be challenged to offer efficiency savings and to cut costs to deliver an overall budget deficit – this is particularly relevant where services are non-statutory. Over time, the quality of services would be severely compromised, and decisions about ceasing some services will need to be made. The ability of a Youth Trust to secure other sources of revenue via grant-funders, or through income generation is greater than that of smaller commissioned organisations, and far greater than that of the Local Authority, potentially mitigating the impact of reduced Local Authority funding. The advantage of this option is that, as an independent organisation, the Trust can attract its own funding, adding value and developing sustainability. With a target for the Trust of income generation through funding, the Local Authority could either create greater investment in youth provision, or reduce its funding to an agreed target rate, thereby creating real value for money. The Trust can additionally cut its cloth according to its available net income through the introduction in new areas of work of its own employment terms and conditions or through commissioning arrangements with smaller organisations giving scope to scale up and down.

A single procurement process of services could achieve the same thing in the short to medium term, but will always operate for the benefit of the overall organisation, potentially requiring significant management and infrastructure costs that do not deliver back in to local services. In addition, the overall objectives of an organisation commissioned to deliver will never be wholly in tune with that of the Trust, set up specifically to achieve objectives for youth locally. Savings and value for money where services are out-sourced in a phased way will be harder to achieve because of the lack of

economies of scale and the impact of a set of individual reductions. For the same reason, lack of co-ordination will reduce the possibility of attracting additional funding sources, and those that are achieved may have less impact on overall outcomes for young people.

Conclusion and next steps

The following page provides a very brief overview of the three options in table format. The subsequent pages recommend the Youth Trust option, giving a slightly broader understanding in terms of process for this model.

The options and supporting documents will first be sent to the stakeholders who have been involved in the consultation, with a request for feedback with overall in principle agreement, or not. Torbay Children's Services will then consider the feedback with the options and a decision will be taken on whether or not this or another proposal will be progressed. This decision and the resulting plan of action will be communicated as early as possible to the stakeholders.

Appendix 4

Equality Impact Assessment (EIA): Children's Services Youth Trust

Name (Key Officer/Author):	Gail Rogers	Business Unit:	Children's Services
Position:	Integrated Youth Service Manager	Tel:	207073
Date:	11/09/13	Email:	Gail.rogers@torbay.gov.uk

Since the Equality Act 2010 came into force the council has continued to be committed to ensuring we provide services that meet the diverse needs of our community as well as ensure we are an organisation that is sensitive to the needs of individuals within our workforce. This Equality Impact Assessment (EIA) has been developed as a tool to enable business units to fully consider the impact of proposed decisions on the community.

This EIA will evidence that you have fully considered the impact of your proposal / strategy and carried out appropriate consultation with key stakeholders. The EIA will allow Councillors and Senior Officers to make informed decisions as part of the council's decision-making process.

Executive Lead / Head Sign off:

Executive Lead(s)		Executive Head:	
Date:		Date:	

Relevance Test – ‘A Proportionate Approach’

Not all of the proposals or strategies we put forward will be ‘relevant’ in terms of the actual or potential impact on the community in relation to equality and vulnerable groups. For instance, a report on changing a supplier of copier paper may not require an EIA to be completed whereas a report outlining a proposal for a new community swimming pool or a report proposing a closure of a service would.

Therefore before completing the EIA please answer the following questions. If you answer ‘yes’ to any of the questions below you must complete a full EIA.

1)	Does this report relate to a key decision?	Y <input type="checkbox"/>	N <input type="checkbox"/>
2)	Will the decision have an impact (i.e. a positive or negative effect/change) on any of the following: <ul style="list-style-type: none"> • The Community (including specific impacts upon the vulnerable or equality groups) • Our Partners • The Council (including our structure, ‘knock-on’ effects for other business units, our reputation, finances, legal obligations or service provision) 	Y <input type="checkbox"/> Y <input type="checkbox"/> Y <input type="checkbox"/>	N <input type="checkbox"/> N <input type="checkbox"/> N <input type="checkbox"/>

Section 1: Purpose of the proposal/strategy/decision

No	Question	Details
1.	<p>Clearly set out the proposal and what is the intended outcome?</p>	<p>The proposal is that the Local Authority considers the vision for youth services to be delivered and developed through an alternative structure, a Youth Trust. This proposal would bring cohesion to the youth sector as a whole, offering opportunities for joint working with community and voluntary groups and also with commercial partnerships such as Brixham YES, The Children’s Society or local businesses towards greater youth training and employment for example. The proposal would create a separately constituted organisation through which the Local Authority and Partners can deliver key and critical priority services such as those for young people at risk of teenage pregnancy or risk of youth unemployment and through which it can develop a youth strategy (Youth Offer) led by an independent, sector-based organisation.</p> <p>The changes would be in the governance arrangements for youth services planning and delivery, and in the capacity of a new organisation to access funding streams currently unavailable to the Local Authority. In addition, in-house services that continue to provide for our young people in Torbay will be managed through the new delivery organisation, with staff being transferred across through TUPE arrangements where appropriate.</p> <p>Key objectives of the Youth Trust will be to:</p> <ul style="list-style-type: none"> • Sustain and develop services for young people that are critical to ensuring they reach their potential. This means that they are healthy, happy, informed and skilled and can contribute positively to their social and economic landscape. • Enable greater involvement by young people and their communities in the design and delivery of services that they will use. • Enable a more flexible and diverse sector capable of adding value to services for young people.

No	Question	Details
2.	Who is intended to benefit / who will be affected?	<p>Young people receiving services will be affected in the longer term through an improvement in the range of partners involved in the delivery of their services. Although there is the potential that initially they may see existing services changes causing interruption.</p> <p>It is anticipated that the potential increase in funding opportunities may also extend the range of services, and will support the sustainability of services for youth that may be vulnerable within future budget setting exercises. However, there is a risk that services will diminish if the Youth Trust cannot source additional funding.</p> <p>Staff delivering on-going services will be impacted in that they will be directly employed by a Youth Trust rather than the Local Authority. Under the TUPE regulations, terms and conditions for these staff will be protected on transfer.</p> <p>The Community and Voluntary Sector will benefit in having a more formal profile in which to operate where they become members of the Youth Trust. Opportunities will be more readily available for co-operative working and to consolidate services and to develop new areas of service delivery within the Trust.</p>

Section 2: Equalities, consultation and engagement

Torbay Council has a moral obligation as well as a duty under the Equality Act 2010 to eliminate discrimination, promote good relations and advance equality of opportunity between people who share a protected characteristic and people who do not.

The **equalities, consultation and engagement** section ensures that, as a council, we take into account the Public Sector Equality Duty at an early stage and provide evidence to ensure that we fully consider the impact of our decisions / proposals on the Torbay community.

Evidence, consultation and engagement

No	Question	Details
3.	Have you considered the available evidence?	<p>In Torbay, according to the Census 2011 (ONS) there were 27,630 young people aged 0-19, accounting for 21.1% of the whole population.</p> <p>Issues particularly relevant for young people in Torbay include:</p> <ul style="list-style-type: none"> • Employment opportunities and low paid work with 3% of people aged under 25 claiming state benefits compared to 2.3% nationally and 1.9% for the South West (<i>source: Nomis, ONS</i>) • Health and lifestyle issues such as the relatively high teenage conception rate – in 2011 for Torbay the rate of teenage conceptions per 1,000 women under 18 was 53.1, compared to 30.7 for England (<i>source ONS</i>) <p>In spite of this, most of our young people have good school attainment, there is a comparatively low rate of those not in education, employment or training, at below 6% yearly, and the highest participation rate in the region (NEET).</p> <p>In reducing funding in 2011, a new method of delivery was applied for youth provision that enabled the community and voluntary sector to bid to provide the youth services that their neighbourhoods needed. Two years of grant funding has been completed, and the impact of this change appears to have been positive for all involved: see appendix 1 and 2 highlighting a good spread of delivery partners within all target areas, and satisfaction by young people with access and sufficiency.. The youth sector has developed its capacity and become more cohesive, and young people tell us that they have good access to suitable provision.</p>

No	Question	Details
4.	How have you consulted on the proposal?	<p>We consulted with a full range of stakeholders (ranging from staff to providers and Officers and Councillors) in February 2013 when we set up a Visioning Day for the future of youth services and for a Youth Offer. Over 60 attendees from the community and voluntary sector and across youth associated sectors attended the day. This contained not only local information, but was supported by the consultant for the National Lottery who had overseen the My Place centres including Parkfield. In addition, a national youth delivery charity, Catch 22 attended to put Torbay's situation into a national context. At the end of the Visioning Day, all attendees had contributed to an overall vision, and over twenty people stated their desire to remain engaged in progressing a Youth Offer in Torbay.</p> <p>In March 2013, a further consultation took place with 17 of the attendees from the first Visioning Day. This day reviewed the information and ideas from the day in February and went through some options for a different model of delivery for youth services. The group on this day was supported again by the consultant and also by the advisor from the Regional Youth Work Unit. This group explored seven models of youth work delivery and chose three of these for a full options appraisal to be completed. The group also agreed a framework by which to measure these three options.</p> <p>The Options Appraisal was completed in May and sent to all stakeholders for feedback. We received full written feedback from six stakeholders, and verbal feedback in support of the process and the preferred model from others. Feedback was generally supportive of the recommended option of a Youth Trust, but offered guidance and suggestions for how this might work, and for some of the barriers as well.</p> <p>A small reference group was set up with members of the Liberal Democrats, the Conservative Party and the non-Coalition party who agreed to support the progression of the preferred model for delivery, which was the establishment of a Youth Trust. This group has met twice, predominantly looking at where to access funding in support of establishing a new delivery organisation.</p> <p>Young people were consulted outside the above events. The consultation focused on access to provision and what type of provision was wanted rather than what type of organisation should deliver this. We received responses from 155 young people via focus groups, paper questionnaires and e-questionnaires. The general response indicated a high satisfaction with youth provision and a good rate of access taking account of geography, finance and diversity.</p>

No	Question	Details
5.	Outline the key findings	<p>This information is included in section 4 above</p> <p>Report at Appendix 2 of the Youth Offer Paper</p>
6.	What amendments may be required as a result of the consultation?	<p>The consultation process described above led to amendments as the process developed. A summary of these are:</p> <ul style="list-style-type: none"> • The choice of delivery vehicle options for appraisal • A framework by which the options appraisal was measured • The consideration of including play within a future delivery organisation <p>There remains consultation and collaboration once a model of alternative delivery is identified.</p>

Positive and negative equality impacts

No	Question	Details		
7.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	<p>Older people- No direct Impact</p> <p>Younger people may see more diverse services which meet their needs and may be more engaged in design and delivery. Services for young people may be more sustainable in the longer term.</p>	<p>Older people No direct Impact</p> <p>Younger people may see existing services change causing interruption.</p> <p>There is a risk that services will diminish if the Trust cannot attract funding.</p>	
	People with caring Responsibilities	<p>Services for Young Carers may be included within the Trust arrangements, although this has not yet been determined. If this is the case, provision may increase through the availability of other funding streams and through alliances within the Trust.</p>	<p>Funding may reduce if the Service cannot attract additional funding. There needs to be a fuller exploration of the Young carer's service, reviewing potential income to fund this through new joint commissioning arrangements and seeking to reclaim some costs from services such as schools.</p>	
	People with a disability			No differential impact
	Women or men			No differential impact

No	Question	Details		
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			No differential impact
	Religion or belief (including lack of belief)			No differential impact
	People who are lesbian, gay or bisexual			No differential impact
	People who are transgendered			No differential impact
	People who are in a marriage or civil partnership			No differential impact
	Women who are pregnant / on maternity leave			No differential impact

No	Question	Details	
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	The ability to access external funding unavailable to the Local Authority will enable the Trust to develop areas of work that will positively affect deprivation.	If services are reduced then there is a potential impact on child poverty if those young people most in need of support cannot access this, resulting in poorer health, social and education outcomes. The Trust needs to be clear as to which services most critically address deprivation and to be tasked to build this into core business, using the same young people to help design services.
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The ability to access external funding currently unavailable to the Local Authority will enable the Trust to develop areas of work that will support healthy lifestyles, thereby having a positive impact on general health. There is a good opportunity to combine commissioning arrangements within the Trust benefiting health outcomes in general.	If services are reduced then there is a potential impact on the ability to support young people in developing and maintaining healthy styles i.e. physical activity, teenage conceptions.
8.	Cumulative Impacts – Council wide	If services are reduced in the event that the Youth Trust is unable to attract funding, then there is a risk that other areas within Children’s Services will see an increase in demand.	
8b	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts)	At this time, other sectors and internal services are being challenged in their ability to deliver early intervention services, and services required by children and youth are intrinsically linked to the social and economic health and wellbeing of their parents and communities. A decline in opportunities and support for parents and communities may put youth services under increased pressure, although the proposal for a Youth Trust is more likely to build resilience for young people by its ability to grow and develop through	

No	Question	Details
	identified above)	additional funding and through smarter collaboration.

Section 3: Mitigating action

No	Action	Details
9.	Summarise any negative impacts and how these will be managed?	A summary of negative impact is that there may be some service interruption and that a new delivery organisation will need to source additional funding to sustain the current level of provision over subsequent funding years. The LA will seek to organise current services so that there is continuity of service while a new Trust is being formed. A shadow Board will be set up and a firm business plan developed that includes potential sources of funding and projected budget trends. The LA will remain involved in the management of the Trust, bringing some internal resources, and through its funding of the Community Development Trust, will enable sector support for funding and growth.

Section 4: Monitoring

No	Action	Details
10.	Outline plans to monitor the actual impact of your proposals	<p>There are plans to repeat the youth provision questionnaire and to discuss sufficiency of provision with young people 6-monthly.</p> <p>Areas of unmet need and priority need will be prioritised through the quarterly consultation meetings with young people</p> <p>The shadow Youth Trust Board will complete a full business plan outlining budget forecast and identifying key funding streams and relevant partners.</p> <p>The new organisation will develop a constitution and purpose in agreement with the LA ensuring that provision is designed to meet the needs of potentially disadvantaged groups and individuals.</p>

Section 5: Recommended course of action *TO BE COMPLETED WHEN ALL SECTIONS COMPLETE AND EIA FINALISED*

No	Action	Outcome	Tick ✓	Reasons/justification for recommended action
11.	<p>State a recommended course of action</p> <p>Clearly identify an option and justify reasons for this decision. The following four outcomes are possible from an assessment (and more than one may apply to a single proposal). Please select from the 4 outcomes and justify the reasons for your decision</p>	<p><i>Outcome 1: No major change required - EIA has not identified any potential for adverse impact in relation to equalities and all opportunities to promote equality have been taken</i></p>	✓	<p><i>Through the consultation the options appraisal have been considered, a wide variety of organisations and agencies have been involved in developing the proposal to ensure the Youth Trust is viable and sustainable.</i></p>
		<p><i>Outcome 2: Adjustments to remove barriers – Action to remove the barriers identified in relation to equalities have been taken or actions identified to better promote equality</i></p>		
		<p><i>Outcome 3: Continue with proposal - Despite having identified some <u>potential</u> for adverse impact / missed opportunities in relation to equalities or to promote equality. Full justification required, especially in relation to equalities, in line with the duty to have ‘due regard’.</i></p>		
		<p><i>Outcome 4: Stop and rethink – EIA has identified actual or potential unlawful discrimination in relation to equalities or adverse impact has been identified</i></p>		

