

Public Document Pack

Children and Young People Select Committee Supplementary Agenda

Wednesday, 4 February 2015
7.30 pm, Committee Rooms 1 & 2
Civic Suite
Lewisham Town Hall
London SE6 4RU

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Part 1

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MAYOR AND CABINET		
Report Title	Early Intervention and Safeguarding Savings Proposals	
Key Decision	Yes	Item No.
Ward	All	
Contributors	Director of Children’s Social Care, Executive Director Children & Young People Head of Law	
Class	Part 1	Date: 11 February 2015

1. Purpose

- 1.1 As part of the 2015-18 budget strategy, savings were proposed to Mayor and Cabinet on 12 November 2014 relating to Early Intervention and Safeguarding services.
- 1.2 A consultation exercise was undertaken with parents, professionals and other agencies including those in the voluntary sector on the re-designation of Children’s Centres and delivery of services to be more flexible and focused and the savings proposed in the report of the 12th November.
- 1.3 This report gives a summary of the results of the consultation and recommends that the Mayor accepts the proposals of savings of £3.834m

2. Executive Summary

- 2.1 The report for the meeting of Mayor and Cabinet on 12th November set out the savings proposal to make savings of £3.834m during 2015/18 through reorganisation within Children’s Social Care and the Early Intervention Service, £2.611m of which was proposed for delivery in 2015/16.
- 2.2 Part of these savings concerned the reshaping of early intervention services run through the Children’s Centres in order to reduce costs by £1.936k and this reports updates on these proposals.

3. Recommendations

The Mayor is recommended to agree the proposals to:

- 3.1 Make savings of £3.834m by reducing the number of targeted families and the unit costs of the work carried out by Children’s Centres. Part of the savings will be made by using £1.388m of the Troubled Families Grant to support vulnerable families.

3.2 To agree to a public consultation on the proposed deregistering of OFSTED registration for the Children's Centres at Besson Street Gardens, St Swithun's, Heathside and Lethbridge, Evelyn, Amersham, Hatcham Oak, Manor House, Torridon, Marvels Lane, Kelvin Grove and Elliot Bank, Beecroft Gardens and Kilmorie.

4. Policy Context

4.1 The Council's Sustainable Strategy "Shaping our Future" sets out a vision for Lewisham and the priority outcomes that we can work towards in order to make this vision a reality. In considering how to achieve the budget savings we have worked to the nine principles agreed in the 14th July 2010 report to Mayor and Cabinet. The Children and Young People's Plan 2012-2015 sets out our priorities for development. The work undertaken by officers and the proposals set out in this report are in line with the aims and objectives of these policy frameworks.

5. Background

5.1 Lewisham Council has already reduced its revenue budget by £82m since 2010. However the continued pressure on public spending means that the Council needs to make further savings of around £85m between 2015 and 2018.

5.2 In 2012, the council commissioned its Children's Centre services with a budget of £3.2m.

5.3 A Targeted Family Support service was also commissioned in 2012 at a cost of £1.1m.

5.4 The Children's Centre and Targeted Family Support contracts come to an end in March 2015, although with the option for extension, which gives scope for exploring future options. At the present time we operate 17 Children's Centres across the borough. They are all commissioned services. Currently we have 8 Children's Centres being run by the Children's Society, 2 by the Pre-School Learning Alliance (PSLA) and 7 are school-run Children's Centres. In addition to the Children's Centre sites, services are run from other venues in the Borough by Children's Centres, Deptford Park Forster Park and TNG. A map showing the Children's Centres and their geographical location is attached at Appendix A. We require through our contracts with the Children's Centres to achieve three main outcomes that is part of their contracts and we continuously monitor the outcomes for children throughout contract performance meetings. The three outcomes that we expect from the Children's Centres are:

- to improve parenting and attachment
- to improve school readiness
- to prevent escalation to more specialist services, such as Children's Social Care or child mental health services (CAMHS)

These outcomes have helped to focus providers on impact and they are linked to a payment by results framework for which 30% of funding depends on a) the number of targeted families reached and b) the outcomes achieved with these families. We have no plans to change these outcomes measures that we will expect from our providers when re-tendering although we will improve the systems associated with the payment by results to secure efficiencies for us and the providers.

- 5.5 The Council also commissions Targeted Family Support (TFS) that works alongside our Children's Centres and other providers to provide intense support to children and their families. Whilst Children's Centres concentrate more on the under 5s (although not exclusively), TFS works with all children up to the age of 18. Their work is much more focused on working with children and their families in their homes, providing intensive support to achieve the outcomes outlined above. The service is contracted to work with 400 new targeted families per annum. Last year, (2013-14), they reached 87.5% of this target (350 families). This year, so far, they are ahead of their target and have reached their target of 400 families due at the end of March 2015 by December 2014. We are proposing to increase the scope of the contract for TFS to support young people as outlined in the Youth Service Report.
- 5.6 The providers under the current contracts have showed varied success in terms of meeting targets and demonstrating value for money. The overall average unit cost we currently pay is £579 per family. The average unit cost of the top 4 performing Children's Centres is £462, and it is proposed to reduce the unit cost across all sites to this amount, thus achieving a £644k saving.
- 5.7 Given the savings required, it will not be possible to sustain work with the number of families currently receiving a service. The proposal is therefore to reduce the expected volumes of targeted families receiving a service. Using the above reduced unit cost of £462, a saving of £792k would mean that 3800 families could be reached. This is 1700 fewer targeted families than the 5500 who are currently targeted to receive a service. Although this is a reduction in number, it can be mitigated by maintaining and developing alignment of health visiting delivery to children's centre provision
- 5.8 For the £1.936m savings proposals from the Children's Centres to be taken forward, it will be necessary to change the existing model of delivery, in order that the Children Centres remain viable. Under the current Children Centre regime, all centres are required by Ofsted to:
- be open, and staffed, 9am-5pm, 5 days a week
 - open 48 weeks a year
 - be subject to inspection
 - comply with an extensive set of data and monitoring requirements
 - provide a range of services as specified by statute
- 5.9 The proposal is to re-designate many of our Children's Centres so that they are freed from these requirements so that they can operate more flexibly and at lower cost. We are asking the Mayor to agree that we should consult on

deregistering from OFSTED the Children's Centres Besson Street Gardens, St Swithun's, Heathside and Lethbridge, Evelyn, Amersham, Hatcham Oak, Manor House, Torridon, Marvels Lane, Kelvin Grove and Elliot Bank, Beecroft Gardens and Kilmore.

- 5.10 With the exception of Heathside and Lethbridge where the site is being demolished, we do not plan to stop running targeted services from any of the other sites. In order to make the savings we need to give the centres more flexibility to run services for their communities without the demands that being an OFSTED registered Centre has on what they provide. For example, there would be no need for reception staff to be there every day from 9.00 to 5.00 even if there are no services being run in the Centre at that time.
- 5.11 We plan to consult on having four designated Children's Centres in the four areas. These will be Clyde in Area 1, Ladywell in Area 2, Bellingham in Area 3 and Donderry in Area 4.
- 5.12 A public consultation has been carried out between 9th December 2014 and 11th January 2015 on the key strands to the proposals for Children's Centres as outlined in the report to Mayor and Cabinet of the 12th November 2014. The consultation covered:
- reviewing the way Lewisham's Children's Centres are registered with Ofsted;
 - reducing the number of targeted families to be worked with by Children's Centres;
 - reducing the unit cost for each targeted family worked with.
- 5.13 The consultation document is attached at Appendix B.

6 Results of the consultation

- 6.1 The public consultation was carried out between 9th December and 11th January and used the following approaches:
- drop in sessions at four Children's Centres, one in each children's service area of the borough;
 - online consultation using UEngage;
 - paper consultation documents were distributed to each Children's Centre.
- 6.2 98 people attended the drop in sessions across the four Children's Centres (35 at Clyde, 23 at Bellingham, 15 at Donderry and 25 at Beecroft Garden). 3 narrative responses were received without direct reference to the questions in the consultation paper; 119 responses were completed online through UEngage and 389 hard copies of the consultation paper were received; a total of 508 responses to the consultation paper.
- 6.3 446 of the respondents said they attended a Children's Centre in Lewisham. 10 respondents said they didn't attend a Children's Centre and 52 gave no answer.
- 6.4 **Distance travelled:**
65% attended centres/venues within walking distance from their home;

12% attend centres/venues within a bus ride away;
9% attend centres/venues travelling by car.

6.5 Frequency of use of Children's Centres:

51% of respondents attend several times a week;
30% of respondents attend once a week;
4% of respondents attend once every two weeks;
3% of respondents attend once a month;
2% of respondents attend less than once a month.

6.6 Importance of services:

Respondents were asked to rate different services from a given list. The results below are for those services rated as "most important" by respondents. More than one service could be chosen.

Children's Centre Service	% scoring this as the most important
stay and play for children of specific ages	81%
messy play	66%
a chance to meet other parents in similar situations	63%
practical tips and advice on how to do the best for your child	60%
experts who can inform me how my child is developing	54%
a person I know and trust to ask for advice	53%
parenting programmes	52%
child developmental checks	50%
support with breastfeeding	49%
parenting courses	47%
health visitor appointments	46%
advice and info on where to get other help	43%
help with domestic abuse, drug/ alcohol use or mental health problems	40%
one to one help	39%
immunisations	39%
maternity appointments and clinics	35%
help to get employment	30%
one to one help and advice in the home	28%
help with finance problems	24%

6.7 Who responded (of the 178 who answered this question)?

73% of the respondents who identified their status were parents
7% of the respondents who identified their status were carers
7% of the respondents who identified their status were childminders

3% of the respondents who identified their status were staff
2% of the respondents who identified their status were members of the local community
A further 8% identified themselves as professionals representing an organisation.

6.8 Comments:

There were many comments on the following:
the welcoming and friendly nature of staff in Children's Centres
the value of the professional advice provided by the staff in Children's Centres
the benefits of meeting with other parents and sharing experiences
the benefit of services for new mothers
the benefits for children's development and improvement in school readiness
meeting other parents has an effect on improving mental health and addressing isolation
Children's Centres are seen as community hubs where people can feel part of their communities
Reducing support for early years development will have an impact in the longer term.

6.9 Suggestions given for cost-savings:

A number of respondents gave suggestions as to how cost savings could be made. These included:
more volunteering of parents and carers
charging for sessions
parent and/or voluntary donations
fundraising
private business sponsorship
hiring out of rooms

6.10 Services respondents most wanted to see in Children's Centres (as part of narrative question where there were 4 or more respondents citing these):

Meeting other parents and carers and reducing isolation
Music, singing and dance
Family or parenting support
First Aid
Stay and Play sessions
Sessions for children with additional needs
Feeling part of the community
Sessions to help with children's development
ESOL classes
Toy library
Cafe or food and drinks available
Exercise classes for parents and or with babies
Healthy eating or cooking
Outdoor play and learning.

6.11 15 of the 508 respondents stated they didn't want services cut whilst the majority understood the reasons why savings had to be made although there was anxiety about services for vulnerable children being cut as they felt that investment in children's services could prevent further costs to the public purse in the future.

- 6.12 Parents at Evelyn Children's Centre have expressed concern about the ending of the contract with the Children's Society and the plans for the future running of their Children's Centre. They have also expressed concern about the timing of the consultation over the Christmas period. Officers will be meeting representatives from this Centre to listen to their concerns and work out a way forward.
- 6.12 Further consultation will be required on the proposals to deregister a number of the Centres as outlined at 5.11 above.
- 6.13 Equal opportunities monitoring information is provided in Appendix A.

7. Proposals

- 7.1 The consultation shows that Children's Centres in Lewisham and the services offered are greatly valued by those who use them and that the majority of respondents (65%) go to Centres within walking distance from their homes.
- 7.2 Respondents to the consultation suggested a range of ways of making cost savings including more volunteering, charging for sessions, parent and carer donations, fundraising and sponsorship.
- 7.3 In addition to recommending that the Mayor agrees to the savings originally proposed it is also proposed that officers will explore these ideas for income generation with the Children's Centre for a future savings round.
- 7.4 Having taken into account the results of the consultation and that the majority of people who responded understood the need for the Council to make savings even if they would have preferred for the Council to not be in that position, it is recommended that we can progress plans to make the savings as proposed on the Early Intervention Service.
- 7.5 If the Mayor agrees the proposals to make the savings as outlined, we will be looking to retender for the contracts to run the services from October 2015. The current contracts are due to end at the end of March although there is provision within the contracts to extend them. We propose to extend the contracts until October. All our providers have agreed to this except for the Children's Society who run 8 Children's Centres in Areas 1 and 2. Please see the map at appendix C.
- 7.6 All of the Children's Centre providers have met the targets set out in their contract except for the Children's Society. The providers who have met the targets are the school based Centres at Clyde, Beecroft Garden, Donderry, Marvels Lane, Kelvin Grove and Elliot Bank and Kilmorie and the Children's Centres run by the Pre-School Learning Allowance (PSLA) at Torridon and Bellingham. By mutual agreement we have agreed that we will not renew the

contract with The Children's Society. We are discussing with existing providers, PSLA and Clyde about running these Centres until we retender for October.

- 7.7 A consultation with service users of these Centres specifically on the re-designations will be needed to meet requirements detailed in the DfE Children's Centres Statutory Guidance April 2013.

8. Financial Implications

- 8.1 The November report to Mayor and Cabinet set out the savings proposal to make savings of £3.834m during 2015/18 through reorganisation within Children's Social Care and the Early Intervention Service, £2.611m of which was proposed for delivery in 2015/16.

- 8.2 The savings concerned with the reshaping of early intervention services run through the Children's Centres are in order to reduce costs by £1.936m over 2015-6 and 2016-17.

8.3 Capital Financial Implications

A number of the designated Children Centres benefited from capital investment funded by central government. There is a provision for capital clawback if a centre ceases to provide certain activities. The basis of clawback would be the initial capital investment the period over which benefits have flowed and the expected life remaining of the investment. The proposal for the contracted services is that they would enable the range of services expected to continue to take place. On this basis capital clawback is unlikely to apply. No assessment of any clawback is possible until there are proposals from a successful contractor for reduced activity on a relevant site.

9. Key Risks

- 9.1 If the proposals are agreed by the Mayor we will be retendering on the basis of a reduced amount of money for a reduced number of targeted families. From our discussions with existing providers we feel justified in feeling that this will be achievable although there does remain the risk that we may not be able to successfully find a provider who is willing to take on the services
- 9.2 Fewer families will be included in the contracts for targeted support. As these will be families in need they will have fewer services to rely on in the borough and their needs may escalate, leading to poorer outcomes for children.
- 9.3 There are also risks associated with capital clawback as outlined in 8.3 above.

10. Legal implications

- 10.1 The Childcare Act 2006 places a duty on local authorities to improve the well-being of young children (from birth to age five) in their area, reduce inequalities between them and ensure that "early childhood services" are provided in an integrated manner. The Apprenticeships, Skills, Children and Learning Act 2009

inserted new provisions into the Childcare Act 2006 so that the Act now defines Children's Centres in law, placing duties on local authorities in relation to establishing and running Children's Centres. In addition, Health services and Jobcentre Plus need to consider regularly whether the early childhood services they provide should be delivered through Children's Centres.

- 10.2 The Childcare Act 2006 as amended, states, requires "arrangements to be made by local authorities so that there are sufficient children's centres, so far as reasonably practicable, to meet local need." (Section 5A)
- 10.3 The DfE Sure Start Children's Centres Statutory Guidance, April 2013 (the Guidance) states that local Authorities should "ensure that a network of children's centres is accessible to all families with young children in their area;" and "ensure that children's centres and their services are within reasonable reach of all families with young children".
- 10.4 Lewisham currently has 17 designated Children's Centres across the borough. Were some Centres to be re-designated, it would need to be demonstrated that "sufficient" Children's Centres remained which were accessible and within reasonable reach of families with young children across the borough.
- 10.5 Governance of Children's Centres – Section 5C of the Childcare Act 2006 places a duty on local authorities to ensure each Children's Centre has an Advisory Board with the purpose of ensuring the effective operation of the Children's Centre within its remit. The Act does not require that each Centre has its own board and allows the clustering of Centres to share an Advisory Board. The Local Authority must ensure that membership of these boards includes LA representatives as well as representatives from the Children's Centre/s within its remit, parents and prospective parents and key partners such as health services and local community groups.
- 10.6 Currently, all 17 Children's Centres have individual Advisory Board structures with school-based Centre representatives being invited to part of the Area Providers' Advisory Boards. If there were fewer designated Centres, the Area model of Advisory Boards could be developed. Fewer Advisory Boards would ease the pressure on partner agencies such as midwifery, health visiting and GPs to ensure representation and, in addition should widen representation from agencies such as Jobcentre plus, currently under represented on Advisory Boards. Partners from the voluntary sector would also be better able to send representatives to each Advisory Board meeting with fewer in operation.
- 10.7 Range of services – Designated Children's Centres are required to provide a range of services and activities either directly or through partners including outreach and family support, early education, a range of health services and employment and training support for parents and carers. These include universal as well as targeted services. Not all Children's Centre services have to be delivered in a Children's Centre but with reduced resources the re-designation of some Centres would give greater flexibility to the range of services that can be delivered within the community rather than from a single site.

- 10.8 Children's Centre Ofsted Inspections – Under Part 3A of the Childcare Act 2006, as amended, Designated Children's Centres are subject to inspections from Ofsted. Rigorous data sets are required for inspections as are a wide range of other evidence of need and impact. Whilst much of this is helpful in considering areas of need and of tracking outcomes and impact, the level of data required for inspections and the time spent by providers in ensuring readiness for Ofsted inspections at any time would be significantly reduced with a smaller number of designated Centres.
- 10.9 Consultation – The DfE Sure Start Children's Centres Statutory Guidance April 2013 states that Local Authorities “must ensure there is a consultation before...making a significant change to the range and nature of services provided through a Children's Centre and/or how they are delivered”. A public consultation would therefore need to be held if significant changes to the Children's Centres are considered.
- 10.10 Capital claw-back - The re-designation of a Children's Centre may prompt the DfE to consider whether to “claw back” funding previously awarded for capital development of the Centre. The risk of this might be reduced if it could be ensured that services for children and families continued to be delivered from the site. This could be achieved through supporting local community groups and parents/carers to deliver services as well as key partners from the statutory and voluntary sectors.
- 10.11 A Children's Centre is defined in the Childcare Act 2006 (the Act) as a place or a group of places which is managed by or on behalf of or under arrangements with a local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way. They can be made available either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere.
- 10.12 It follows that children's centres are as much about making appropriate and integrated services available as about providing premises at particular geographical sites.
- 10.13 Notwithstanding this, as stated in paragraph 10.3 above, the Guidance states that there should be a network of children's centres which are accessible to families and young people in the local authority's area.
- 10.14 The local authority must ensure that there is a sufficiency of children's centres, as far as reasonably practicable, to meet local need which is defined in the Act as the need of parents, prospective parents and young children in the local authority's area.
- 10.15 Any changes to children's centres is subject to consultation as set out in this Report and such consultation must take into account the views of local families and communities in deciding what is sufficient children's centre

provision. The consultation should also include the views of Health services and Job Centre Plus.

10.16 The proposals to re-configure the children's centres as part of their re-procurement as set out at paragraph 5.6 to 5.9 of this report will involve reorganisation of staff at the centres, and or redundancy and this may lead to a cost to the Council if the organisations cannot absorb this.

11. The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.1 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

11.2 The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

11.3 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:
<http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

12. Equalities Implications

12.1 An Equalities Impact Analysis for each Centre to be re-designated will be carried out as part of the consultation exercise around re-designation.

13. Crime and Disorder Implications

13.1 There are no crime and disorder implications arising directly from this report.

14. Environmental Implications

14.1 There are no specific environmental implications arising directly from this report.

Background documents

Appendix A – Map of the Children’s Centres in Lewisham.

Appendix B – Consultation Document.

Appendix C - Equalities Analysis Assessment

If there are any queries arising from this report, please contact Ian Smith, Director of Children’s Social Care, telephone 020 8314 8140.

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Appendix A

Additional monitoring information given by respondents in the Children's Centre consultation exercise in December 2014-January 2015:

Gender (of the 427 who answered this question):

- 95% of the respondents were female;
- 4% of the respondents were male;
- 1% Would rather not say.

Age (of the 460 who answered this question):

- 99% of respondents were in the 18-64 age range;
- 1% of respondents were in the 65+ age group;
- There were no responses from those aged under 18.

Ethnicity (of the 444 who answered this question):

- 28% White British
- 16% Other White Background
- 14% English/Welsh/Scottish/Northern Irish/British
- 13% Black British African
- 5% Black British Caribbean
- 3% Asian/Asian British Chinese
- 2% Asian/Asian British Bangladeshi
- 2% Other Asian Background
- 2% Any Other Ethnic Group
- 1% Other Mixed/Multiple Ethnic Background
- 1% Mixed White and Black African
- 1% Other Black/African/Black British Background
- 1% Any Other Ethnic Group Arab

Religion (of the 447 who answered this question):

- 50% Christian (all denominations)
- 34% None
- 7% Muslim
- 3% Would rather not say
- 2% Buddhist
- 2% Hindu
- 2% Any other religion or belief

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Equalities Analysis Assessment

Name of proposal	Children's Centres Savings Proposals
Lead officer	Ian Smith
Other stakeholders	
Start date of Equality Analysis	August 2014
End date of Equality Analysis	September 2014

Title of Project	Budget Savings Proposal: Children's Centres
Lead officer	Ian Smith
Other stakeholders	Children and young people; Parents and families; Children's Centre providers; MPs; local councillors.
Start date of Equality Analysis	August 2014
End date of Equality Analysis	September 2014

1: Background to undertaking an Equality Analysis

- 1.1 This Equality Analysis Assessment (EAA) is being undertaken to identify whether budget proposals to re-shape the Children's Centres and their services will adversely affect Lewisham's children, young people and their families and whether it will negatively impact upon protected characteristics¹.
- 1.2 Lewisham Council has already reduced its revenue budget by £93m since May 2010. The Government's continued squeeze on public spending means that the Council needs to make further savings of around £85m over the next three years. The proposal to re-shape the Children's Centres and their services is one of the savings proposals being put forward in September 2014
- 1.4 This EAA will be a scoping exercise to try to identify the service users that may be affected by the proposal, and to identify and understand any potential negative impacts from taking the savings proposal forward, together with developing mitigating actions to minimise any negative impacts identified. This EAA will contribute towards the decision making process.
- 1.5 This EAA will:
- (1) consider whether the proposal is compliant with the new public sector duty;
 - (2) consider the impact of the proposal;
 - (3) analyse whether the proposal is likely to have a positive or negative impact on different protected characteristics within the local community; and
 - (4) identify mitigating actions to address any disproportionately negative impact.

¹ Protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership (only in respect of eliminating unlawful discrimination)

2: Changes to the service

2.1 Statutory duty - what needs to be provided:

Local authorities are required to make arrangements to secure that early childhood services in their area are provided in an integrated way that facilitates access to services and maximises the benefits to children, parents and prospective parents. The arrangements made under section 3(2) of the Childcare Act 2006, as amended by the Apprenticeships, Skills, Children and Learning Act 2009, must include arrangements for sufficient provision of children's centres to meet local need.

2.2 Current service provision:

Children's Centres in Lewisham are commissioned out to school-based providers and two voluntary organisations. They offer both a universal and targeted service, predominantly to families with children under 5, but also work with families with children aged 0-19 particularly where older children are the siblings of younger children in the family.

It is estimated that 8671 adults (61,684 contacts) and 6982 children age 0-4 (57,533 contacts) used the service between April 2013 and March 2014. This is based on usage data available to the Council through commissioned providers and entered on to the Tribal Connect database.

2.3 The proposal and changes to the service:

The proposal is to re-designate some Children's Centres and re-shape some existing services from 2015 onwards. Services and opportunities for parents to access support will continue to be provided by the Council through the Children's Centres which remain as well as maternity services and health visitors with which greater links are being developed alongside the increased links with Children's Social Care. Development of re-designated Children's Centres will be explored and could include better use of the voluntary sector and community-led provision to ensure continued delivery of services to children and families, particularly targeted support to families who need it most.

The proposal will mean the deletion of 8 administration posts.

3: Assessment of data and research

3.1 General Context & Local Demographics:

Lewisham is the second largest inner London borough and in 2011 was home to approximately 274,900 people (GLA population estimates) which is set to grow by around 11,000 by 2015. Lewisham has a slightly younger age profile than the rest of the UK; children and young people aged 0-19 years make up 24.5% of residents, compared to 22.4% for inner London and 23.8% nationally. Births in Lewisham increased by 34% between 2000/01 and 2009/10 and will continue to increase at a similar rate for the next 5 years.

Lewisham's Joint Strategic Needs Assessment shows that from data in 2010, Lewisham is the 15th most ethnically diverse local authority in England, and two out of every five residents are from a black and minority ethnic background. The largest BME groups are Black African and Black Caribbean: Black ethnic groups are estimated to comprise 30% of the total population of Lewisham. This rises to 77% of our school population, where over 170 different languages are spoken by our pupils.

Deprivation is increasing in Lewisham. The 2010 Index of Multiple Deprivation ranked Lewisham 31st out of 354 local authorities (LAs) in England compared to a rank of 39 in 2007. On the specific indicator of income deprivation affecting children, 35 (out of 166) of Lewisham's super output areas are in the 10% most deprived in the country, and 85, (over half) are in the 20% most deprived in the country. It is estimated that 20,355 children (ages 0 – 18) live in poverty in Lewisham.

3.2 Childrens Centres and Ward profiles:

There are 17 designated Children's Centres in Lewisham. Each Centre broadly delivers services to a particular ward

The Children's Society : Area 1

Evelyn Children's Centre* - Evelyn Ward
Besson Street Children's Centre* - New Cross Ward
Hatcham Oak Children's Centre* - Telegraph Hill Ward
Amersham Children's Centre* - Brockley Ward

The Children's Society : Area 2

Ladywell Children's Centre* - Ladywell Ward
Manor House Children's Centre* - Lee Green Ward
St Swithun's Children's Centre* - Lewisham Central Ward
Heathside and Lethbridge Children's Centre* - Blackheath Ward
TCS Area 2 also covers Rushey Green Ward

Pre-School Learning Alliance : Areas 3 and 4

Torridon Children's Centre* - Catford South and Whitefoot Wards
Bellingham Children's Centre* - Bellingham Ward

School Based Children's Centres

Clyde children's Centre (Area 1) – Evelyn Ward
Beecroft Garden Children's Centre (Area 2) – Crofton Park Ward
Downderry Children's Centre (Area 3) – Downham Ward
Marvel's Lane Children's Centre (Area 3) – Grove Park Ward
Eliot Bank and Kelvin Grove Children's Centre (Area 4) – Sydenham and Forest Hill Wards
Kilmorie Children's Centre (Area 4) – Perry Vale Ward

There are Administration Posts in all of the Area Contract Children's Centres*. School based centres manage their own administration within the contract.

Children’s centres provide services and support to children under 5 and their older siblings. This is focused on adopting a ‘whole-family’ through pulling together appropriate teams of practitioners around families to ensure all children and young people’s needs are met through multi-agency support. CC Services are currently delivered by the voluntary sector and schools across the borough at 18 designated Children’s Centres (Appendix A).

Children’s centres are expected to secure improvements against the following overarching outcomes for children, young people and families in Lewisham:

- Improved parenting and attachment.
- Improved school readiness.
- Prevention of escalation.

Age

Children’s Centres primarily provide a universal service for all children aged 0-5 years accompanied by an adult carer. The closure of any services will therefore have the greatest impact on provision to this group.

Disability

Data collected from users in 2013-14 shows the following percentage of contacts were with those identifying as having a disability:

Ward	% of 0-4 Children using Children’s Centres that have a disability	% of adults using Children’s Centres that have a disability
Bellingham	1.5%	1.3%
Blackheath	0.9%	0.0%
Brockley	2.2%	0.5%
Catford South	2.7%	0.8%
Crofton Park	1.2%	0.8%
Downham	0.3%	0.8%
Evelyn	4.2%	1.8%
Forest Hill	0.6%	1.3%
Grove Park	0.4%	0.6%
Ladywell	4.3%	0.3%
Lee Green	1.7%	0.3%
Lewisham Central	2.6%	2.1%
New Cross	2.1%	0.6%
Perry Vale	1.3%	0.0%
Rushey Green	1.9%	0.8%
Sydenham	1.9%	1.5%
Telegraph Hill	1.5%	0.6%
Whitefoot	0.9%	0.5%

Pregnancy and Maternity

Children’s Centres are heavily used by pregnant women and new mothers as the Centres offer a range of services for young families e.g. Breast Feeding Support, parenting courses and support, support for immunisations, health checks and development etc. The closure of any services will therefore have a significant impact on provision to this group.

Race

The Census data from 2011 indicates that the locations where Children’s Centres are based have some of the highest proportion of black and minority ethnic (BME) residents in the borough.

The ethnicity profile of Children (0-4) using Children's Centres is as follows:

Ward	Population (2011 Census)	% of 0-4 Children using Children's Centres that are BME	% of adults using Children's Centres that are BME
Bellingham	59.8%	74.5%	69.7%
Blackheath	44.0%	53.0%	60.3%
Brockley	58.4%	64.8%	67.7%
Catford South	66.5%	63.9%	61.0%
Crofton Park	53.0%	49.4%	51.5%
Downham	49.3%	66.4%	65.6%
Evelyn	74.1%	77.0%	81.0%
Forest Hill	95.3%	60.0%	59.4%
Grove Park	47.6%	69.6%	62.4%
Ladywell	59.8%	56.5%	56.3%
Lee Green	45.9%	55.1%	60.3%
Lewisham Central	65.4%	75.2%	69.7%
New Cross	73.4%	83.1%	79.8%
Perry Vale	54.2%	58.2%	57.6%
Rushey Green	70.2%	75.3%	74.5%
Sydenham	53.4%	67.3%	62.7%
Telegraph Hill	62.8%	63.4%	63.3%
Whitefoot	58.3%	73.2%	70.7%

The data suggests that Children's Centres are more heavily used by BME groups than the ward profiles would suggest and therefore any reduction in service would have a greater effect on BME families.

Sex

The majority of adult carers who attend the Children's Centres are female, and so the impact of the proposal will be felt most by this group.

There is no anticipated impact relating to religion and belief, gender reassignment, or sexual orientation.

3.3 Staff data:

In-House Administration Staff

Workforce Profile Information					
Age:	21-25: 1	36-40: 1	46-50: 2	51-55: 2	55+: 2
Disability:	Disabled: 1			Not Disabled: 7	
Gender reassignment:	None				
Pregnancy and maternity:	None				
Race:	BME: 5	White: 3	Other: 0	Not Known: 0	
Religion or belief:	Christian: 3	None: 1		Unknown: 4	
Sex:	Female: 7			Male: 1	

Sexual Orientation	Straight / Heterosexual: 4		Not known: 4
Marriage and civil partnership:	Not Married / Civil Partnered: 1	Married / Civil Partnered: 3	Not known: 4

N.B. Of these staff, two are temporary appointments (up until 31/03/2015)

Children's Centre Staff

As Children's Centres are contracted out and the proposals are not specific at this stage, this information is not yet known.

4: Consultation

A public consultation exercise would be required for any material change to the service that the Borough provides via its network of Children's Centres in accordance with the Equalities Act 2010.

There are also specific requirements around consultation set out in the [Statutory Guidance](#) for Children's Centres under the Heading "Significant changes to children's centre provision and the duty to consult" (see page 10).

5: Impact Assessment

The Equalities Impact Assessment has been undertaken to ensure that in the case of implementation of the saving proposal to fundamentally change the delivery of services currently provided by Children's Centres, the Council has met its responsibilities under the Equality Act 2010, specifically:

- To eliminate unlawful discrimination, harassment and victimisation.
- To advance equality of opportunity between people from different groups.
- To foster good relations between people from different groups.

The assessment of the potential impact on the nine protected characteristics (age, disability, gender, ethnicity, sexual orientation, religion and belief, gender reassignment, pregnancy/maternity and marriage/civil partnership) has been based on an analysis of service information, including available data relating to service users, and will be considered further in the light of equalities data collected during consultation.

5.1 Impact on Service Users:

As the proposal is to reduce the amount of designated Children's Centres, it is anticipated that proposals will yield a negative impact for the service user. However, many of the negative impacts that may arise from the closure of the service can be mitigated through other services and actions. In addition, the Early Intervention Service, will encourage and support the private, voluntary and independent sector to run their own activities in order to supplement the core service.

Age:

The proposed will have the greatest impact upon children aged between 0 and 5 years. There is a range of provision similar to stay and play available across the borough from providers other than the Council. In addition there are existing parks and playgrounds, carer and Toddler groups, Childminder Drop-Ins, Stay and Play sessions, Dad's Stay and Play, Play and Learn for under 5s, and many others. Existing services that will continue to be offered include signposting to other services, the universal 3 and 4 year old entitlement to the 15 hours free early education, as well as the universal health visiting service.

Disability:

Several of the categories for identification of targeted families concern families where disability is an issue (Children of parents with mental health issues, Children of parents who have disabilities, Children with disabilities). Therefore any reduction in the service provided will have a greater impact on these families.

Sex:

Women are the main user group of the service, and the proposal is therefore likely to impact most on this group. It is also noted that the service is also used by fathers, who may find it harder to access alternative services.

Ethnicity:

Many of the residents of the borough do not speak English as a first language Children's Centres are a useful service for these parents and carers. The Council will need to ensure that interpreting and translation services are available in order to communicate with these families/CYP to ensure that they get the support that they need.

The EAA has not identified any disproportionate effects relating to Sexual Orientation, Religion and Belief, Pregnancy and Maternity, or Gender reassignment.

5.2 Impact on Staff:

The proposal would most likely see the service provision in Children's Centres reduced. There is a proposal to delete 10 administration posts (2 of which are vacant). Further reduction of the service will inevitably result in further reduction in posts from other providers and there may be TUPE considerations for some staff who were transferred when the service was outsourced in 2011.

There may be re-deployment opportunities available, but it is recognised that the economic climate has had an impact on the number of positions available.

The majority of administration staff directly employed in the service by the London Borough of Lewisham are female (7 of 8), and the majority of staff delivering the service across the borough through commissioned providers are also female. There will therefore be a disproportionate effect on women if the proposal is taken.

6: Decision/ Result

Following an analysis of the available research and data it is recommended to continue with the proposal but with actions to mitigate negative impact on equality and diversity. An action plan should be written following consultation once a firmer understanding of the likely effects of following the proposal are known.

Sign Off

Signed _____ Date _____



Appendix B

Public Consultation on Proposals for Children's Centres

Children's Centres Aims and Objectives

The aim of our Children's Centres is to help families improve their children's chance in life, particularly families who experience difficulties and would benefit from support and guidance to help their children develop to their full potential.

Children's Centre services aim to:

- support the families most in need of help.
- help develop parenting skills, knowledge, confidence and attachment with their child;
- help children develop well, so they arrive at school ready to learn;
- support families facing greater challenges, helping them to resolve problems before they escalate, and reduce the need for more specialist services, such as Children's Social Care or child mental health services (CAMHS)

Children's centres' activities and services include parent and toddler sessions, baby massage, messy play and song and story sessions, courses on first aid and healthy eating, and can help access to specialist services such as educational psychology.

The current children's centre programme

At the present time we operate 17 Children's Centres across the borough, each one delivering a full range of services to a specified local catchment, or reach area. 8 centres are currently run by The Children's Society, 2 by the Pre-School Learning Alliance (PSLA) and 7 are school-run.

Children's Centres run by The Children's Society, with a single group Ofsted registration, are:

- Evelyn Children's Centre, 231, Grove St, Deptford, SE8 3PZ
- Amersham Children's Centre, 75 Amersham Rd, New Cross, SE14 5AE
- Besson Street Children's Centre, Besson St Gardens, New Cross, SE14 6QQ
- Hatcham Oak Children's Centre, 29 Wallbutton Rd, Brockley, SE4 2NX
- Heathside and Lethbridge Children's Centre, Melville House, Sparta St, SE10 8DP
- Ladywell Children's Centre, 30 Rushey Mead, Ladywell, SE4 1JJ, 020 8690 6696
- St. Swithun's Children's Centre, Hither Green Lane, SE13 6RW
- Manor House Children's Centre, Old Rd, Lee, SE13 6RW

Centres run by the Pre-School Learning Alliance, with a single group Ofsted registration, are:

- Torridon Children's Centre, 103 Torridon Rd, Catford, SE6 1RQ
- Bellingham Children's Centre, 109a Randlesdown Rd, Bellingham, SE6 3HB

School-run Children's Centres are:

- Clyde Early Childhood Centre Alverton St, Deptford, SE8 5NH
- Beecroft Garden Children's Centre Beecroft Rd, Brockley, SE4 2BS
- Donderry Children's Centre Shroffold Rd, Downham, BR1 5PD
- Marvels Lane Children's Centre Riddons Rd, Grove Park, SE12 9R
- Kelvin Grove Children's Centre, Kirkdale, Sydenham, SE26 6BB
- Eliot Bank Children's Centre, Thorpewood Avenue, Sydenham, SE26 4BU
- Kilmorie Children's Centre Kilmorie Road, Forest Hill, SE23 2S

Kelvin Grove and Eliot Bank have one group registration with Ofsted, the other five have individual centre registrations.

Why are we proposing changes to the way we deliver Children's Centres?

Lewisham has delivered reductions in expenditure of £93 million since May 2010. Children's Centres were transformed, with services commissioned to external providers, with financial incentives in new contracts with providers to ensure services were targeted at those who could benefit most.

Further reductions in Government funding now require the Council to make further savings of £85 million by 2018. Whilst our vision and determination remain strong, these savings require further changes in the way we organise and deliver children's centres across Lewisham.

We are considering how to deliver £836,000 of savings by 2016/17 from a current budget of £3.2 million. This is a saving of approximately 26% which is proportional with the savings that is required to be made across the Council. We are also looking at how we can make better combined use of different services and funding streams to ensure we maintain a strong service.

Current children's centre contracts run until end March 2015. Due to the time it takes for the re-commissioning of service specifications to be thought through, bidders to be engaged with, bids written and evaluated and mobilisation periods for any new providers to recruit and train staff, the proposal will not be in place before October 2015. In the interim period we will need to extend some contracts to enable continuity of service while we work up the detail of the savings proposal below.

The Savings Proposal

We want to review the way that our Children's Centres are configured and planned and we want to ensure our Ofsted registrations are in line with our approach.

At present, all our centres are registered with Ofsted, either in group or single registrations, and are required to offer the full range of children's centre services in each location. We are legally required, under Statutory Guidance, to "make arrangements so that there are sufficient children's centres, so far as reasonably practicable, to meet local need". We remain fully committed to that objective, and propose to review the services we deliver from each building, and reconfigure services so that:

- Services are delivered from suitable spaces. For example, large Stay and Play sessions are best delivered from large spaces with adjacent outdoor space, whilst midwifery clinics require rooms which enable confidentiality and good medical standards;
- Services are delivered in locations enabling good access to families across Lewisham;
- We deliver the right volume of the right services to meet Lewisham's needs;
- We are making efficient use of the space and buildings available.

We propose to review the way our centres are registered with Ofsted to better reflect the way we propose to coordinate service delivery across each area, and consider having a single registration for each area which includes all of the service delivery locations.

This would reduce the burden of preparing for, and undergoing, a much larger number of individual and smaller group inspections. Around 30 working days involving head teachers, children's centre managers and staff, and other services providers were spent during our most recent inspection, in addition to preparatory work. Reducing the number of inspections, but with each one covering a wider area, means that we can focus more on supporting families.

Ofsted is considering moving away from inspecting individual centres, and groups of centres, and inspecting the children's centre services provided across a whole Local Authority. The proposal would leave Lewisham well-placed to adjust to a future change in inspection regime.

Children's centres are contracted to give more support to families who could benefit most. We propose to concentrate more on slightly fewer families – reducing target numbers from 5,500 to 3,800 children. Centres will continue to provide some services for all families, and to work with Health Visitors and Midwives in delivering ante-natal clinics, child development checks etc.

We also propose to reduce the unit costs per family that we pay the Children's Centres. The top performing Children's Centres in the Borough are achieving good performance at a cost of £462 per family. We will be expecting all Children's Centre service providers to achieve good outcomes for children based on this amount.

Families will be given reasonable notice of any significant change in available activities and services, and informed of alternative service where necessary.

Alternative Options

We have considered other options within the context of making the savings:

1. Directly managing children’s centre delivery. This would increase costs. Making the savings would then require significantly more reduced services.

We want to know what you think about this proposal and to hear your views about any other options that you would like to put forward. Please give us your views online at <http://lewisham-consult.objective.co.uk/portal>. If you prefer you can also give us your views using a printed feedback form available at Children’s Centres. Your views will be considered before any final decision is taken on this proposal. Please let us know what you think by **midnight on 11th January**.

Why are we consulting on these proposals?

The Council wants to be sure that decisions about reducing costs and changing how services are delivered are taken after listening to the views of everyone affected, and after considering alternatives.

How parents, carers and professionals can get involved and influence decisions

The consultation can be responded to in the following ways:

- Online, at <http://lewisham-consult.objective.co.uk/portal>
- Attending a drop-in session at a children’s centre. These will be scheduled from 5th to 8th January at children’s centres across the borough and advertised in all our children’s centres. Please see below for dates, times and locations.
- By post. Paper copies of the consultation will be available at each children’s centre and can either be handed back to the children’s centre or posted to: Robert Allen, Early Intervention Service Manager, 1st Floor, Laurence House, Catford Road, SE6 4RU.

Details of when drop-in sessions will take place in relation to each of the Children’s Centres:

Centre	Date & Time	Address
Downderry	Monday 5 th January 9.30 am – 11.30 am	Shroffold Road, Downham BR1 5PD
Bellingham	Tuesday 6 th January 12.30 pm– 2.30 pm	109a Randlestown Road, Bellingham SE6 3HB
Clyde Early Childhood Centre	Wednesday 7 th January 9.30am - 11.30am	Alverton Street, Deptford SE8 5NH
Beecroft Garden	Thursday 8 th January 9.30 am – 11.30 am	Beecroft Road, Brockley SE4 2BS

What will happen next?

The results of the consultation will be shared with those who use Children's Centres and fed into the decision-making process. The Mayor of Lewisham is expected to consider this proposal, and responses to this consultation at a meeting of Mayor and Cabinet in February 2015.

A full Equality Analysis Assessment will be completed and will be informed by the outcomes of the consultation processes.

We will let people who use Children's Centres in Lewisham know what decision has been taken as soon as we can.

Proposed timescale:

9 th Dec 2014	Consultation process begins with parents, carers and staff.
5 th – 9 th Jan 2014	Consultation events for staff, parents/carers and public
11 th Jan 2015	End of consultation period
18 th Jan 2015	Feedback to staff, parents/carers and public on results and comments of consultation exercise
28 th Jan 2015	Proposals for Children's Centres to be considered by Mayor and Cabinet finalised.
11 th Feb 2015	Proposals considered by Mayor and Cabinet, and decisions made.
From 12 th Feb 2015.	Decisions fed back to parents and carers, public and staff.

Feedback form

It is important to the local authority to hear your views on this proposal. Please fill in the form below to share your thoughts with us. You can also call Robert Allen, Early Intervention Service Manager, at Lewisham Council (020 8314 6300) if you have any questions or comments.

To return the form:

- Email to: earlyinterventionservice@lewisham.gov.uk
- Send to: Robert Allen, 1st Floor, Laurence House, Catford Road, London, SE6 4RU
- Complete on the council's consultation website: <http://lewisham-consult.objective.co.uk/portal>

The deadline for returning the form is midnight on Sunday January 11th

Please could you let us know what you think about the proposals including any other ways you feel cost savings could be made?

It would also help us if you could answer the following questions.

Do you go to a Children's Centre in Lewisham? Yes No

If yes, how often do you go?

- Once a week
- Several times a week
- Once every two weeks
- Once a month
- Less than once a month

Also, if yes, how far do you travel?

- It's within walking distance
- I take a bus ride
- I go by car
- I take a train
- Other (please tell us):

Which Centres or other venues have you visited?

Which Centres or other venues would you use?

Have you used any Children's Centre services which take place outside of the Centre itself? For example, one-to-one support from a family support worker.

Yes No

We are interested in what you think is important for Children’s Centres to provide. Please give us your views on the following by circling the numbers on the list. 1 means less important and 5 means most important.

Maternity appointments and clinics	1	2	3	4	5
Health visitor clinics	1	2	3	4	5
Child developmental checks	1	2	3	4	5
Immunisations	1	2	3	4	5
Support with breastfeeding	1	2	3	4	5
Parenting programmes	1	2	3	4	5
Stay and play sessions for children of specific ages	1	2	3	4	5
Messy play	1	2	3	4	5
Help to get employment	1	2	3	4	5
One to one help and advice in your home	1	2	3	4	5
Advice and information on where to get other help	1	2	3	4	5
Help with finance problems	1	2	3	4	5
Help with domestic abuse, drug/alcohol use or mental health problems	1	2	3	4	5
A chance to meet other parents in similar situations	1	2	3	4	5
Practical tips and advice on how to do the best for my child	1	2	3	4	5
A person I know and trust to ask for advice	1	2	3	4	5
Experts who can inform me how my child is developing	1	2	3	4	5
One to one help	1	2	3	4	5
Parenting courses	1	2	3	4	5

Is there anything else you would like Children’s Centres to provide? Please let us know below.

Please could you provide us with some information about yourself overleaf...

Your details

How would you best describe yourself in relation to this consultation? *(please tick one)*

- Parent Carer Childminder Staff Member of local community Other professional
- I am representing an organisation in making this response *(please specify)*
- Other *(please specify)*:

If other, or you are representing an organisation, please specify:

.....
About you

The following questions are for the specified purpose of the monitoring of our services, to ensure that Lewisham Council is being fair and inclusive. We need to know who our customers are to check that everyone in the borough is accessing the services they are entitled to, and that nobody is discriminated against unlawfully. All questions on the form are voluntary and you do not have to answer them. Any information that you do choose to provide on this form will be treated confidentially in accordance with the Data protection Act 1998.

Age

- Under 18
- 18-64
- 65+

Gender

- Male
- Female
- I'd rather not say

Ethnicity

To which of these groups do you consider you belong?

White

- British
- Irish
- Gypsy or Irish Traveller
- Any other White background, *please state:*
.....

Asian/Asian British

- Chinese
- Bangladeshi
- Pakistani
- Indian
- Any other Asian background, *please state:*
.....

Mixed/Multiple Ethnic Groups

- White & Asian
- White and Black African
- White and Black Caribbean
- Any other Mixed background, *please state:*
.....

Black/African/Caribbean/Black British

- African
- Caribbean
- Any other Black background, *please state:*
.....

Any other ethnic group

- Arab
- I'd rather not say
- Other ethnic group, *please state:*
.....

Disability

Under the Equality Act 2010, a person is considered to have a disability if he/she has a physical or mental impairment which has a sustained and long-term adverse effect on his/her day to day activities. This also includes people with HIV, cancer and multiple sclerosis (MS).

Do you consider yourself to be a disabled person?

- Yes No

Religion and Belief

- None
- Christian (all denominations)
- Buddhist
- Hindu
- Jewish
- Muslim
- Sikh
- Any other religion/belief *please state:*
.....
.....
- I'd rather not say

Sexual Orientation

How would you describe your sexual orientation?

- Heterosexual
- Homosexual
- Bisexual
- Other
- I'd rather not say

Would you like to receive the Lewisham Life enewsletter for local events and things to do, news, discounts and other consultations?

- Yes please
- No thanks

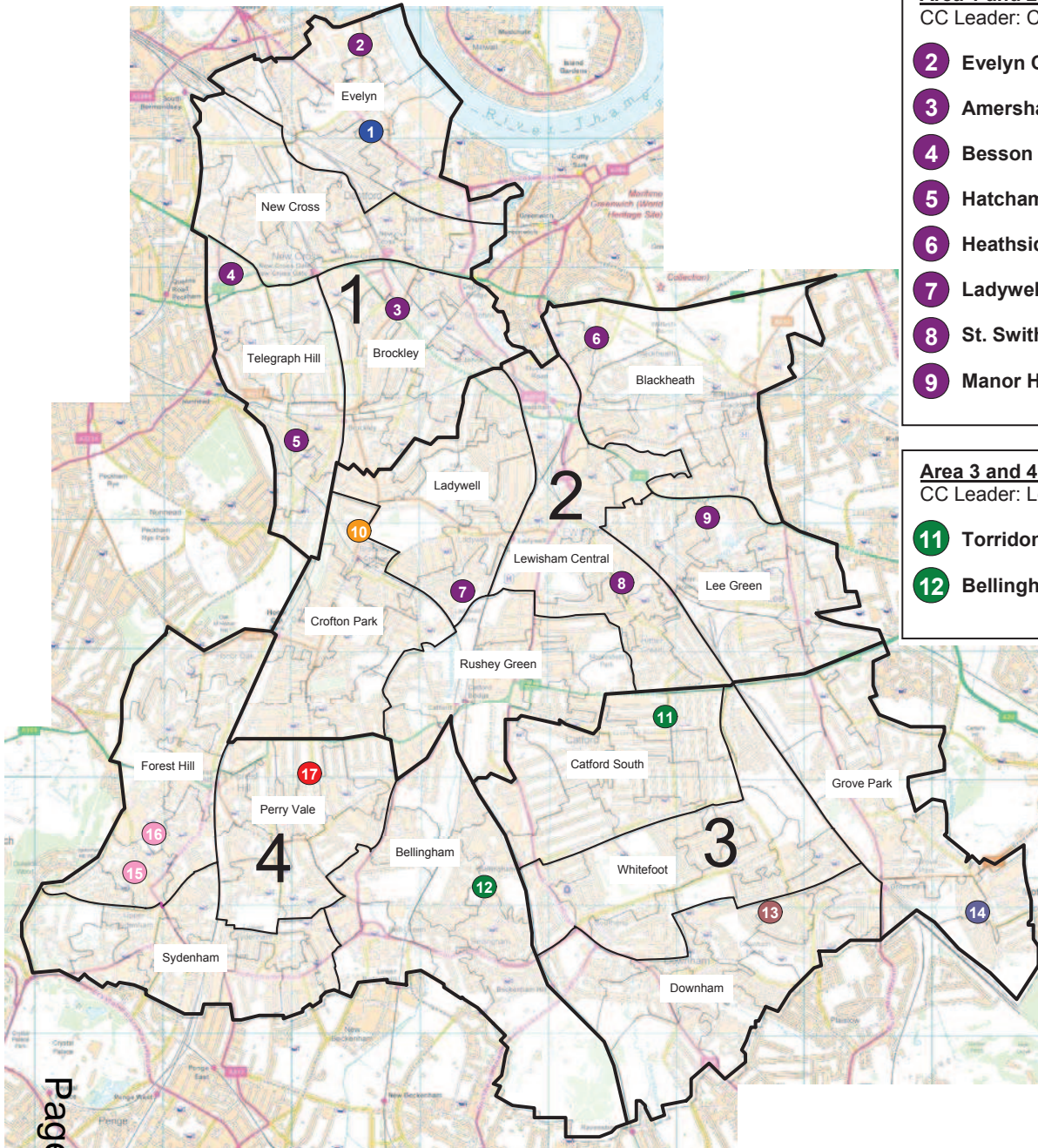
If you would like to give us your contact details, please do below (this is optional):

Name _____

Contact details (email, phone and/or address)

Thank you for taking the time to complete this form.

Children's Centres in the London Borough of Lewisham



Area 1 and 2 Provider: The Children's Society

CC Leader: Clair Cooke 020 8691 1777, clair.cooke@thechildrenssociety.org.uk

- 2 Evelyn Children's Centre**, 231, Grove St, Deptford, SE8 3PZ, 020 8691 1064
- 3 Amersham Children's Centre**, 75 Amersham Rd, New Cross, SE14 5AE, 020 8691 1777
- 4 Besson Street Children's Centre**, Besson St Gardens, New Cross, SE14 6QQ (contact Evelyn CC)
- 5 Hatcham Oak Children's Centre**, 29 Wallbutton Rd, Brockley, SE4 2NX, 020 7732 8803
- 6 Heathside and Lethbridge Children's Centre**, Melville House, Sparta St, SE10 8DP, 020 8694 1287
- 7 Ladywell Children's Centre**, 30 Rushey Mead, Ladywell, SE4 1JJ, 020 8690 6696
- 8 St. Swithun's Children's Centre**, Hither Green Lane, SE13 6RW (contact Evelyn CC)
- 9 Manor House Children's Centre**, Old Rd, Lee, SE13 6RW, 020 8852 5408

Area 3 and 4 Provider: Pre-School Learning Alliance

CC Leader: Loscinia Smarth 020 8698 3800, loscinia.smarth@pre-school.org.uk

- 11 Torridon Children's Centre**, 103 Torridon Rd, Catford, SE6 1RQ, 020 8695 6948
- 12 Bellingham Children's Centre**, 109a Randlesdown Rd, Bellingham, SE6 3HB, 020 8695 6236

School Run Children's Centres

- 1 Clyde Early Childhood Centre** Alverton St, Deptford, SE8 5NH
CC Leader: Cathryn Kinsey 020 8692 3653, cmanager@clyde.lewisham.sch.uk
- 10 Beecroft Garden Children's Centre** Beecroft Rd, Brockley, SE4 2BS
CC Leader: Samantha Davies 020 8692 2762, sdavies73.209@lgflmail.org
- 13 Downderry Children's Centre** Shroffold Rd, Downham, BR1 5PD
CC Leader: Emily Arnold 020 8695 5915, earnold6.209@lgflmail.org
- 14 Marvels Lane Children's Centre** Riddons Rd, Grove Park, SE12 9RA
CC Leader: Christine Turner 020 8851 2129, cturner18.209@lgflmail.org
- 15 Eliot Bank and Kelvin Grove Children's Centre [Jointly Managed]**
Kelvin Grove Children's Centre Site, Kirkdale, Sydenham, SE26 6BB
- 16 Eliot Bank Children's Centre Site**, Thorpewood Avenue, Sydenham, SE26 4BU
CC Leader: Jess Towlson 020 8613 0172, jtowlson@kelvingrove.lewisham.sch.uk
- 17 Kilmorrie Children's Centre** Kilmorrie Road, Forest Hill, SE23 2SP
CC Leader: Dionne Burke 020 8699 7802, dburke14.209@lgflmail.org

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MAYOR AND CABINET			
Report Title	Savings Proposals and the Future of the Youth Service		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director (Children and Young People), Head of Resources (Children and Young People), Head of Commissioning, Strategy and Performance (Children and Young People), Head of Law		
Class	Part 1	Date:	11 th February 2015

1. Summary

- 1.1. As part of the Council's budget strategy for 2015-2018, officers presented a report to Mayor and Cabinet on 11 November 2014 which proposed making budget reductions totaling £1.4m.
- 1.2. The same report also set out options for consideration on the future of the Youth Service
- 1.3. This report details the outcome of the requested consultation on both savings and future options and appraises these future options
- 1.4. The report also responds to the recommendations of the Youth Service Working Group.

2. Purpose

- 2.1. The purpose of this report is to outline for the Mayor the outcome of public consultation on proposals for savings to and future of the Youth Service and responds to the recommendations of the Youth Service Working Group. It seeks his agreement to the recommendations outlined below.

3. Recommendations

The Mayor is recommended to:

Initial Savings

- 3.1. note the outcome of consultation on Savings to the Youth Service
- 3.2. agree the base savings of £1.4m including:
 - 3.2.1. a reduction to youth worker capacity and removal of Council staff from two youth sites, namely Rockbourne and Ladywell

- 3.2.2. a reduction to commissioned provision by 31% (c.£290,000), as set out in Section 11.
- 3.2.3. a reduction to management and business support staff as set out in Section 10.
- 3.2.4. further efficiency savings as set out in Section 7.1.3.
- 3.3. agree the reshaping of youth re-engagement services (see Section 7.1.5) including the re-specification and commissioning of the specialist 1:1 service as part of a broader targeted family support service, funded from other sources
- 3.4. agree the re-specification of the NEET Programme in accordance with Raising the Participation Age (RPA) and alternatively fund the programme.
- 3.5. agree the list of commissioned provision for 2015-16, as set out in the Part 2 paper entitled Commissioned Service 2015-16, including delegation to Executive Director for Children and Young People to make decisions on how to fill known gaps in provision.

The Future

- 3.6. consider the options analysis of future options found in Section 19.
- 3.7. note the outcome of consultation on the Future options for the Youth service
- 3.8. agree the development of a detailed plan to mutualise the Youth Service within the next financial year.

4. Policy context

4.1 Local Policy

- 4.1.1 The proposals within this report are consistent with the Council's corporate priorities and its need to identify significant savings over the next three fiscal years. In particular, the proposals relate to the Council's priorities regarding Young People's Achievement and Involvement, Protection of Children, and Community Leadership and Empowerment, in line with the Children & Young People's Plan of 2012 – 2015.

4.2 National Policy

4.2.1 Positive for Youth was launched in December 2011 as a broad-ranging strategy detailing the Government's approach to youth provision. The strategy calls for 'a new partnership approach' in local areas – between businesses, charities, public services, the general public and young people – to provide more opportunities and better support to young people.

4.2.2 The priorities of last year's restructure were aligned with this strategy.

4.2.3 Positive for Youth promotes early and positive support to reduce the chances of public funds being wasted in holding young people in expensive secure provision or managing the remedial effects of inadequate support and assistance as they reach young adulthood.

4.2.4 The key strategic themes contained in Positive for Youth and Lewisham's Children and Young People's Plan are as follows:

- Helping young people to succeed
- Promoting youth voice
- Early intervention
- Supporting stronger local partnerships
- Strengthening communities and the voluntary sector

5. **Background**

5.1. Since May 2010, the Council has reduced its budget by c.£93m. In response to reductions in Government grants, the Council is planning to make further savings of £85m by the close of 2017/2018.

5.2. During 2013/2014, the Youth Service, as a part of the wider Council savings, implemented a significant organisational restructure. The restructure released savings of £1.03m. These savings were achieved primarily by reducing staff headcount by 18.1 FTE, including a 33% reduction in management, removing youth work staff from two youth centres – Grove Park Youth Centre and Oakridge Youth Centre – and generally ensuring more efficient operations across the service.

5.3. The restructure created a leaner, more efficient service more capable of responding to young people's needs. It also introduced a significantly larger commissioning pot, of £956k, from which voluntary sector and other providers could bid to run youth services

5.4. In the first year post-restructure, the Service has been embedding performance management, income generation and contract management capabilities.

- 5.5. The Council now requires further savings and to facilitate this a report was submitted to Mayor and Cabinet on 11 November 2014 which proposed making budget further reductions to the youth service totaling £1.4m.
- 5.6. A number of proposals, detailed below, made up this total and on 11 November 2014 the Mayor resolved that there should be full consultation on these proposed reductions and requested a full report brought back to him reporting the outcome of that consultation to enable him to make the decision on the proposed cuts. This is that report.
- 5.7. Given the level of savings required by the Council and that the Youth Service is largely non-statutory and therefore considered at risk of being reduced further in subsequent years, the same Mayor and Cabinet report of 11 November 2014 proposed it was important strategically to establish alternatives for the future of the Youth Service.
- 5.8. Alternatives were presented as a set of possible future options and it was resolved that alongside a consultation on the proposed savings that the public were also consulted on these. The responses to this consultation and an appraisal of these future options are contained in part 2 of this report
- 5.9. Both savings and future options have been through scrutiny both at CYP scrutiny and three special working groups. The latter made recommendations which have been incorporated into this report.
- 5.10 Youth Service maintains the following vision and aims:
- 1) Encourage others, as well as the Council, to deliver a vibrant range of activities for all our young people to enjoy and benefit from, and to recognise that all activities for young people across Lewisham and London are an important part of our youth offer.
 - 2) To support young people in Lewisham in need of extra help, to achieve the skills they need to become happy, healthy and successful adults.
- 5.11 These aims work to engender the following outcomes for young people:
- 1) Improved life skills
 - 2) Increased involvement in education, employment or training
 - 3) Staying safe and well, and preventing needs from escalating
- 5.11.1 It is not proposed to alter the vision and aims either as part of savings or any of the future options.

- 5.12 The Youth Service provides and facilitates access to a range of activities for young people through a combination of direct delivery, support to access delivery provided by other organisations, and commissioning and partnering with the private, voluntary and independent (PVI) sector. The activities are now focused on developing young people's life skills as agreed in the previous reorganisation of the service.
- 5.13 Provision includes positive activities for young people, offering them places to go and things to do, including social and cultural activities, sports and play, and early intervention services. The Youth Service also offers informal education, advice and guidance on career choices and healthier lifestyles, and information concerning the dangers of substance misuse.
- 5.14 The Service's specialist support for young people in relation to education, employment and training consists of 9 specialist one-to-one youth workers, each holding a maximum caseload of 15 cases at any one time, with an annual service reach of c.270 young people. Alongside a one-stop 'holistic support' shop, Baseline, in Lewisham town centre and a variety of commissioned providers, the Service provides one-to-one youth work and information, advice and guidance for the Borough's most vulnerable including support to young fathers, young women and those considering their sexuality.
- 5.15 Additionally, the NEET Traineeship Programme, a Government-recognised traineeship, in partnership with Bromley College, offers 3 programmes with school terms, each of 12 weeks. The programme works with cohorts of 15 young people who currently have no clear pathway to education, employment or training (EET). It allows them to achieve qualifications including accredited numeracy and literacy support. The scheme ensures pathways to EET post completion. The scheme also allows participants to continue to receive out of work benefits whilst on the scheme.
- 5.16 All activities and support take place at 7 Council-run youth centres, 5 Council-run adventure playgrounds, via street based work, at Baseline and at a variety of non-council run venues across the Borough.
- 5.17 The current Youth Service sites are:
- Riverside Youth Centre, Deptford
 - Bellingham Gateway Youth & Community Centre, Bellingham
 - Honor Oak Youth Club, Brockley
 - Ladywell Youth Village (run from Ladywell Adult day-care center)
 - Rockbourne Youth club, Forest Hill
 - The New Generation Youth Centre (TNG), Sydenham
 - Woodpecker Youth Centre, New Cross
-
- Deptford Adventure Playground, Deptford
 - Dumps Adventure Playground, Bellingham

Home Park Adventure Playground, Sydenham
Ladywell Adventure Playground, Ladywell
Honor Oak Adventure Playground, Brockley

Baseline Drop in shop, Lewisham Town centre

A map of these is included at appendix 4.

5.18 From its sites the Youth Service offers various activities, and hosts other activities provided by commissioned PVI sector providers and volunteers. Below is a summary of what is provided by whom and at which site during term time only. Non-term time hours and activities vary by holiday.

5.19 Riverside Youth Centre

5.19.1 The average attendance per session at Youth Service-provided activities is 23 young people.

5.19.2 The Youth Service directly provides a juniors club (8 – 13 year olds) on Mondays and a seniors club (13 – 19 year olds) on Tuesdays and Thursdays. The MEND weight management Programme operates on Tuesdays and Thursdays, and the Scouts deliver provision on Wednesdays. An alternative education provider is about to be trialled at the centre during term time weekdays. This is provided by an outside group and is income generating for the service.

5.20 Bellingham Gateway Youth & Community Centre

5.20.1 The average attendance per session at Youth Service-provided activities is 21 young people.

5.20.2 The Youth Service directly provides a juniors club on Fridays and a seniors club on Mondays, Thursdays and Fridays. On Wednesdays, there is a scout pack and provision for young women by Beleve.

5.21 Honor Oak Youth Club

5.21.1 The average attendance per session at Youth Service-provided activities is 27 young people.

5.21.2 The Youth Service directly provides a seniors club on Tuesdays, Thursdays and Fridays. On Wednesdays the site is used by the Scouts.

5.22 Ladywell Youth Village

5.22.1 The average attendance per session at Youth Service-provided activities is 17 young people.

5.22.2 The Youth Service directly provides a seniors club on Mondays, Tuesdays, Wednesdays and Fridays. On Saturdays, Millwall Community Trust deliver street dance.

5.23 Rockbourne Youth Club

5.23.1 The average attendance per session at Youth Service-provided activities is 20 young people.

5.23.2 Direct youth service provision is a senior club on Tuesdays and a junior club Fridays. Mondays and Wednesdays are taken up by SEN provision for seniors (13 – 25) delivered by Children’s Social Care and Thursday is a Scout pack.

5.24 TNG

5.24.1 The average attendance per session at Youth Service-provided activities is 24 young people.

5.24.2 On Mondays, Wednesdays and Thursdays the Youth Service directly provides a seniors club and on Tuesdays and Fridays a juniors club. Also on Tuesdays, the Youth Service hosts a girls-only night. Supplemental to direct provision a judo instructor teaches classes for young people for a nominal fee each Monday, Millwall Community Trust delivers football provision Mondays and Wednesdays and street dance programme Thursdays. On Saturdays Lewisham Homes also hosts a street dance programme and a Russian dance group hosts themed dance. Much of the rest of the available time is used for private rentals, use by the local children’s’ centre and other partners.

5.25 Woodpecker Youth Centre

5.25.1 The average attendance per session at Youth Service-provided activities is 19 young people.

5.25.2 The Youth Service directly provides a juniors club on Tuesdays and a senior club on Wednesdays, Thursday and Fridays. On Saturdays dance provision is delivered by an outside provider.

5.26 All Adventure Playgrounds

5.26.1 Each of the Adventure Playgrounds (Deptford, The Dumps, Home Park, Ladywell and Honor Oak Adventure Playgrounds) delivers direct, open access play provision during term time on Tuesday through Friday, between 3:15pm and 7pm. On Saturdays, play provision is delivered between 11am and 5pm. The average attendance per session across all adventure playgrounds is 55 young people.

6. Consultation Overview

- 6.1 The public consultation took place between 19th November 2014 and 31st December 2014 with a focus on reaching young people, but open to all. The consultation was done in two parts. The first focused on the savings proposed to the Youth Service. The second part focused on the future options for Council-funded youth provision. As such, responses to the consultation are delineated to reflect this.
- 6.2 The following methods were used to facilitate engagement with the consultation process:
- A leaflet for young people clearly outlining the proposals and the various avenues available to them to express their views available in each club and adventure playground and sent to all secondary schools in the Borough
 - A publicised event at each club and adventure playground (at which young people also prepared healthy food to a £10 budget) to discuss the proposals and give young people the opportunity to respond
 - Two meetings with the Young Mayor's team and advisors
 - Youth workers and Participation and Engagement Officer responding to specific needs of young people to enable them to engage with the process, providing additional support where necessary
 - An online survey with supporting documents on the Lewisham consultation portal
 - Paper copies of the documents and response pages available at each club and adventure playground
 - Mailings of the consultation paper to commissioned providers and individual discussions with providers during monitoring meetings
- 6.3 The table in section 7.6 illustrates the overall number of responses received from young people, parents/carers, members of the PVI sector and other members of the public.
- 6.4 The PVI sector took part in the public consultation. This included responses provided via the online survey, a separate written response from the CYP Voluntary Sector Forum and feedback from face-to-face meetings with Millwall Community Trust, Teachsport and Wide Horizons. All responses have been summarised and included in Section 8.
- 6.5 Staff were consulted separately during two events on 25 November and 27 November 2014. Staff were also provided a consultation paper that outlined the savings proposal and future options.

Consultation events		
Event location	Date	Attendance
Baseline	December 2014	6
Rockbourne Youth Club	Friday 12 th December	19
Ladywell Youth Village	Friday 19 th December	6
Honor Oak Youth Club	Tuesday 16 th December	32
Bellingham Gateway Youth Club	Thursday 18 th December	25
TNG	Monday 15 th -17 th December	8
Riverside Youth Club	Tuesday 9 th December	18
Woodpecker Youth Club	Tuesday 16 th December	12
Ladywell Fields APG	Friday 19 th December	6
Home Park APG	Thursday 11 th Friday 12 th December	10 35
Deptford APG	Tuesday 16 th December to 18 th December	15
Honor Oak APG	Tuesday 16 th December	15
Dumps APG	Wednesday 10 th December	8
Young Mayor's Advisors	Monday 15 th December	20
CYP Vol. Sector Forum	Thursday 27 th November	51
Millwall Community Trust	Wednesday 10 th December	5
Teachsport	Friday 19 th December	3
Sydenham/Forest Hill YF	The response was received on the consultation portal.	tbc

6.6 Summary of number of responses received during the public consultation

6.6.1 The following table sets out the number of consultation responses received during the public consultation:

Method	Total no of responses	Young People	PVI sectors	Parents	Other
Consultation Portal online	94	65	11	7	11
Via email			5		

6.6.2 226 young people and parents/carers took part in group discussions – at these discussions, feedback forms were completed and input to the Consultation portal online.

6.7 Consultation questions

6.7.1 The full consultation document is attached in appendix 1. All respondents were asked the following questions in response to the

proposals. These questions were incorporated in the consultation document after each element of the proposed changes and future options were detailed as well as in summary at the end and on online and hard copy response forms:

1. What would you like to see running at Ladywell and Rockbourne (ie. after the removal of Youth Service provision)
2. Is there anything you think we should consider when we think about how to reduce spend on commissioned youth provision?
3. Are there other ways you think the Youth Service could raise money?
4. What do you think to the idea of an employee and youth led mutual?
5. Are there other ideas that you think we should consider?
6. Do you have any comments on these proposals?

7. Part 1: Savings proposals

- 7.1. Below is the full savings proposal for the Youth Service as proposed in the Mayor and Cabinet report entitled “ Savings Proposals and the Future of the Youth Service” 11 November 2014 alongside a summary of consultation responses and an officer response to these.
- 7.2. With the following savings proposals the general scope of the Service would remain intact, whilst capacity to deliver provision would reduce.
- 7.3. In order to release savings across the Youth Service, it is proposed the Service retain 5 youth centres and 5 APGs, while removing staff from 2 youth centres and ending the Service’s street based capacity, reducing front-line staff headcount commensurately. The recommendations as to which two centres would be offered to the voluntary sector or closed are based on factors such as location, the potential for the PVI sector to deliver provision from the sites, and the attractiveness of the remaining facilities to generate income.
- 7.4. Appendix 4 shows a map of the current youth centres and adventure playground sites.
- 7.5. It is therefore proposed to cease direct Youth Service provision and find alternative providers for youth provision at Ladywell Youth Village and Rockbourne Youth Centre. Both centres already have alternative non-Youth Service provision running from them. Rockbourne offers short break provision two weekday evenings and Saturdays, and Ladywell offers short break provision on Saturdays. Rockbourne hosts a scout group, whilst Ladywell operates as an adult day care centre the majority of the time. These proposals could allow these provisions to continue and the sites to remain open, enabling the savings to result only from the reduction of Youth Service youth work staff and their delivery of mainstream youth provision.

- 7.6. In both cases, it is proposed the sites remain open in order for short breaks to continue and potentially increase and/or voluntary sector provision to continue and potentially increase. Any future plans for provision at Ladywell specifically will involve community services who manage the site and run daytime provision there.
- 7.7. The Youth Service would continue to directly run the following youth sites:
- 1) Bellingham Gateway Youth & Community Centre, Bellingham
 - 2) Honor Oak Youth Club, Brockley
 - 3) Riverside Youth Centre, Deptford
 - 4) The New Generation Youth Centre (TNG), Sydenham
 - 5) Woodpecker Youth Centre, New Cross
 - 6) Deptford Adventure Playground, Deptford
 - 7) Dumps Adventure Playground, Bellingham
 - 8) Home Park Adventure Playground, Sydenham
 - 9) Ladywell Adventure Playground, Ladywell
 - 10) Honor Oak Adventure Playground, Brockley
- 7.8. The Youth Service's street-based outreach capacity is comprised of 3.4 FTE Support Youth Workers. It is proposed the Youth Service remove this capacity in its entirety. Street-based outreach is not currently a stand-alone team of youth workers dedicated solely to outreach work; it is staffing capacity only. Because of current support staff vacancies the Service is only operating a limited street-based outreach capacity at the moment. Current outreach is used to inform young people of what the Service offers and spur their participation at our youth sites. Our Participation and Engagement Officer's role involves outreach work and it is hoped that some of the loss of street-based capacity could be mitigated by the communications work of the Participation and Engagement Officer. Outreach work could continue with the proposed reduction in staffing, but this would impact the Service's ability to deliver centre-based activities.
- 7.9. Ending Council-run provision at 2 youth centres and removing the street-based outreach capacity would result in a staff headcount reduction of 7.5 FTE Youth Workers (2.5 FTE Senior and 5 FTE Support workers - from 17.5 FTE to 10 FTE). The Youth Service programming provision budget would be reduced commensurate with the end of activity at 2 centres. This reduction would yield a saving of £273,000.
- 7.10. It is proposed that the Specialist Support Manager post be removed from the staffing structure, enabling management of the NEET Programme to be absorbed by remaining managerial staff.
- 7.11. The current Service structure contains 60.7 FTE. The proposed structure will contain 50.2 FTE – a projected staffing reduction of 10.5 FTE and a total saving of £418,000.

- 7.12. In order to release further budget savings, but still maintain the Service's relationship with the community and voluntary sector, it is proposed that commissioning funds be reduced in line with the savings required by the Council – a reduction of 31% (c.£290,000). During the last restructure, commissioning funds were doubled. A reduction of 31% will still enable the Service to commission an amount greater than what was available in 2012/13. Commissioning funds are used to procure from the private and voluntary sector a broad range of provision that supplements the Youth Service's direct delivery and ensures diversity of youth provision across the borough, as well as offers elements of specialist activities that the Service could not offer alone. A process for downsizing current commissioning arrangements has commenced.
- 7.13. The Service currently allocates monies for training, a level of public resource IT, print materials, stationery and other miscellaneous expenses. It is proposed the Service identifies efficiencies in this area of its budget, enabling a saving of £24,000.
- 7.14. The Service will generate income by renting space to private and community sector users and bidding for relevant, available grants. It is proposed the Service aims to generate a minimum of £100k of income to mitigate some of the reductions. Based on current projections and the retention of at least 5 youth centres and 5 adventure playgrounds, it is feasible the Service will reach this target of £100k by the end of 2015/2016.
- 7.15 Reshaping youth re-engagement services
- 7.15.1 There are three elements of the current service that are proposed to be brought together more strategically to form a youth re-engagement service that operates under the aegis of the Youth Service in the short term, but would remain with the Council if the Youth Service mutualises. In the case of a mutual, the Council could commission an Employee Led Mutual (ELM) to provide services, if doing so yields better value and is in the best interest of young people. This would leave a resource of £705k focused on re-engaging young people for 2015/16. The elements of this service are:
- a) Specialist 1:1 Service
 - b) The NEET Programme
 - c) NEET tracking services
- a) **The Specialist 1:1 Service** is an outreach service operated out of Baseline in Lewisham Town Centre. It is currently comprised of 9 FTE Specialist Youth Workers, 1 FTE Specialist 1:1 Coordinator and 1 FTE Specialist Support Manager, representing a total cost of £450k. The service works with young people and offers individual support to empower them to become resilient and support themselves through issues and to help them achieve positive life outcomes. The service also supports emergency situations,

signposting to others and delivers holistic information, advice and guidance. The proposal is to remove the Specialist Support Manager post, as noted above in section 6.8, leaving a budget of £390k and then consider the best means to continue delivery. This could be via re-specification and potential commissioning of the service as part of the Targeted Family Support Service. Regardless of form, it is proposed that savings are made as set out and the reduced service be funded through use of the Government's Troubled Families Grant and income from other sources which are being currently investigated, including the Education Funding Agency and schools.

- b) **The NEET Programme** currently operates out of the The New Generation (TNG), runs four times a year and comprises 1 FTE Specialist Group Work Coordinator, 1 FTE Senior Youth Worker, 1.2 FTE Support Youth Workers and programme costs. The total current cost of the service is £197k. As a part of the 2013/14 restructure the scheme has already undergone changes set to begin in September 2014. These make the scheme a formal traineeship. Whilst the programme will continue to work with the same demographic of young people, it will reduce to 3 programmes per year, but increase the length of each to 12 weeks, offer literacy and numeracy qualifications and be funded in-part by Bromley College. It is proposed that, further to these changes, initial savings of £82k be made by removing the Specialist Group Work Coordinator post and further reducing the programming costs. This will leave a budget of £115k. The then reduced service would be funded via alternative monies from schools, colleges and the Education Funding Agency.
- c) The Council has a statutory responsibility to monitor and track NEETs and to support vulnerable NEETs. It is proposed that this element of the Youth Service remains intact, with 1 FTE NEET Tracking Manager, 1 FTE NEET Tracking Coordinator, 1 FTE NEET Tracker, the information management system and a communications budget. Minor reductions are proposed to be made to the communications budget. This will leave a budget of £200k.

7.15.2 The £705k total cost of a re-engagement service is:

- a) £390k for specialist 1:1 support services
- b) £115k for NEET Programme
- c) £200k for tracking young people who are NEET

8. Summary of consultation on Savings

Key themes raised by public in response to savings proposal

- 1) Input on reduction of youth provision at Rockbourne and Ladywell
- 2) What youth provision the Council should fund

- 8.1 Input on reduction of youth provision at Rockbourne and Ladywell
- 8.1.1 No responses to the consultation, including from the PVI, addressed the other specific proposed savings other than removal of services at Ladywell and Rockbourne and to comment generally about cuts to the service.
- 8.1.2 No responses offered an alternative model or means to make the same level of savings, though some responses recommended areas of the current Service that could be further reduced: 8% of responses from young people suggested a reduction in the days the centres are open; and 3% suggested reducing expensive youth activities such as trips. 7% of the PVI responses and one from a member of the public suggested a reduction in management. A few responses expressed concern over the proposed reduction in Council-funded youth provision with 12% of the 65 responses from young people and 22% of responses from parents and members of the public asserting specifically that no cuts should be made at Ladywell and Rockbourne. However the majority of responses - 34% of young people responses and 28% of PVI responses stated that, in the event of cuts, Council-funded youth provision should be either replaced by more targeted services or refined to ensure provision specifically addresses the needs of vulnerable young people, such as those with disabilities (e.g. vision impaired), those at risk of being bullied, excluded or isolated, and/or those who are not in education, employment or training.
- 8.1.3 Suggestions from Private, Voluntary and Independent sectors included making Rockbourne a community hub or providing space to uniformed organisations such as Scouting for Lewisham; and unique projects such as motorbike/bicycle maintenance; or making space available for groups that work with young people from smaller ethnic minorities, such as the Vietnamese community or faith groups.
- 8.1.4 Two responses from the PVI also suggested ways to attract resources to continue delivery of provision, such as involving former youth club members as volunteers and/or engaging local businesses to deliver employability programmes, and/or to obtain sponsorship for activities for young people. One example of an employability programme was given by the Sydenham and Forest Hill Youth Forum:

“Bringing in career development/employability programmes like the one the Sydenham and Forest Hill Youth Forum did with RBS, getting a team of professionals to put on business workshops for teenagers based at TNG. Use this programme as a model that can be bought by private sector companies who want to offer their staff some career development. The staff members get to work cross-organisations (RBS, Barclays, Accenture for e.g.) and use their skills to produce a 12-week youth programme on topics they know about, from communications to I.T. to strategy and financial forecasting. “

8.1.5 Concerns were raised by the Voluntary Sector Forum, who suggested that providers from this sector should be involved in future youth provision at Rockbourne at Ladywell. None however suggested means to fund this provision or clear ways to enable this involvement.

8.2 What youth provision should the Council fund?

8.2.1 The most common requests from young people included increases in music/dance/drama (75%); media (58%) and sports related activities (54%).

8.2.2 A majority of responses from young people (51% of responses) requested general, youth led provision, with some requesting more community involvement. Some suggested finding an alternative provider that could offer a form of training or extracurricular activity, use the space for a music studio or theatre, or provide an under-18 night club. Some respondents suggested improved links with schools.

8.2.3 The majority of responses from Others (61%), which included parents/carers and members of the public, requested provision related to employability and education.

One of these responses noted:

“The Youth Service should] focus on improving employment and compulsory training for young people without the necessary qualifications working in partnership with businesses, colleges and schools.”

8.2.4 The Metro Centre suggested that, in the event of reduced funding for young people, negative repercussions could likely abound, specifically for those young people who identify as lesbian, gay, bisexual, transgender, or questioning their sexuality. They further suggested that broader funding should be allocated to target minority populations that may face discrimination.

8.3 Response

8.3.1 The Youth Service is committed to seeing Rockbourne and Ladywell remain open, and are actively looking for providers capable of delivering provision for young people from both sites.

8.3.2 With regard to Ladywell, the Service will run an additional evening senior club at Ladywell APG and continue, with colleagues in the voluntary sector, to look for providers for the remaining 3 nights at Ladywell day care centre. In response to the consultation, and given the nature of the space, this would ideally be increased sports provision.

- 8.3.3 With regard to Rockbourne, we are currently in discussion with a major local youth provider about moving them to the site to run their own activities and also manage the building. These would backfill lost Youth Service provision as well as best manage the continuation of current non-Youth Service activities.
- 8.3.4 In addition to provision at these two sites, there is other youth provision for young people to access in the areas surrounding Rockbourne and Ladywell. This was included as an appendix in the public consultation and is again included in Appendix 1.
- 8.3.5 Last year the Youth Service designed and implemented a robust commissioning process, whereby PVI sector organisations could submit bids for funding. The amount allocated and spent on commissioning was roughly twice what had spent on the sector in the years prior. The process allowed for input from young people and we continue to look at better ways to incorporate the voice of young people both with this and across the service. The Service is constantly looking at the way it commissions services and has made improvements throughout this past year.
- 8.3.6 In order to recommend contracts for 2015-16 whilst meeting a reduced budget officers considered current contracts' performance, known needs and demands of young people. The contracts proposed for continuation, detailed in a separate report, are those that offer the optimum balance of cost and quality, with the key driver being the attainment of the best possible outcomes for young people at the best price and to ensure the total value of all bids matches the available budget. In some cases contracts were proposed to continue with a level of negotiated change in order to allow saving, ensure best value and meeting of need. This process also left a level of unallocated funding and known gaps. In order to fill these gaps officers will look to spot purchase provision, ensuring the involvement of young people with this process.
- 8.3.7 During the last Youth Service restructure (2013), management was reduced by 33%. During this savings round management the Service has proposed a 25% reduction to management. If agreed, management will therefore have been reduced to a minimum level to ensure future operations of the Service and it is not believed that there is any means to further reduce this with the current level of delivery.
- 8.3.8 Officers have already made solid progress towards developing income generating capacities, which has included using Groupon to stimulate demand for certain services and leveraging youth sites to raise revenue from private hires. The Service is currently positioned to

generate c.£105,000 by the end of next fiscal year, which is why this was included as part of the £1.4m initial savings.

9. Key themes raised by staff in response to savings

- 1) Understanding the need for savings
- 2) No additional savings models were suggested
- 3) Desire to see more reductions to management
- 4) Desire to see parity in cuts across adventure playgrounds and clubs
- 5) Request for changes to job descriptions

9.1 Understanding the need for savings

9.1.1 Broadly, staff demonstrated an understanding of the Service's need to make reductions and contribute to the broader savings targets required by the Council. A few staff suggested the savings should not happen and indicated frustration with the need to endure another round of cuts following last year's restructure. Several respondents claimed that staffing numbers at youth clubs are already low and further cuts could jeopardise the safety of young people.

9.2 No additional savings models were suggested

9.2.1 Staff initiated a number of proposals, but no alternative savings models were put forward for consideration.

9.3 Desire to see more reductions to management

9.3.1 Several staff demonstrated a desire to see a greater percentage of the cuts come from among management, in order to protect frontline staff and preserve Council-funded youth provision at Rockbourne, Ladywell or both. Some staff said they felt the reductions unfairly targeted frontline workers.

9.4 Desire to see parity in cuts across adventure playgrounds and clubs

9.4.1 Several staff suggested that cuts should not be made singularly to youth clubs, but that adventure playgrounds should also experience the same or similar level of reductions. Some viewed it as an issue of fairness, whilst others felt that youth clubs were of greater advantage to the Service going forward.

9.5 Requests for changes to job descriptions

9.5.1 Staff expressed some concern that frontline youth workers will be burdened with excess duties in the face of cuts. Others suggested staff pay and job descriptions should reflect the similarity and/or difference in job duties between adventure playground and youth club workers. Some staff suggested that aligning play leader and youth

worker job descriptions would enable the Service to enjoy greater staffing fluidity.

9.6 Response

- 9.6.1 Management has communicated to frontline staff the need to make further reductions to the Youth Service during meetings with youth workers and play leaders and two consultation forums alongside corporate messaging around savings. In assembling its proposal, management sought to retain the scope of the Service whilst reducing capacity in a way that would render the smallest impact on the community.
- 9.6.2 Including both this and last year's restructure, management will have been reduced c.50% and streamlined. This has left a minimum capacity to ensure the most efficient operation going forward. Management responsibilities may shift in the future to reflect growing and diminishing demands for management capacity in different areas of the Service.
- 9.6.3 Currently, our sites are not operating at capacity. Whilst staff to young person ratios will always be looked at, we are not presently concerned that our sites will become overfilled and remain vigilant to ensure the safeguarding of young people.
- 9.6.4 In looking at savings to the Service, management considered reducing adventure playgrounds and youth clubs. Playgrounds are ultimately less costly and the savings to the Council would not be as great – to operate one playground is, on average, roughly 1/3 the cost of running one of our centres. In addition, if we were to remove provision from any playground, the site would almost surely close; whereas removing provision from Rockbourne and Ladywell will not result in either site shutting. This is in part because these two sites are used by other services and, in the case of Ladywell, it is not a Youth Service-run site. In contrast the other youth clubs and playgrounds are wholly run by the Youth Service.
- 9.6.5 Management is looking at the best way to align frontline staff so that, going forward, we can leverage our staff in the best way possible to ensure the needs of young people are met.

10. **Impact of the savings proposals**

10.1 On staff

- 10.1.1 The current structure contains 60.7 FTE posts (including the NEET Tracking Service posts x 3); the proposed new structure contains 50.2 FTE posts.
- 10.1.2 The posts being deleted are:

1 fte Specialist Support Manager (PO6)
 1 fte Specialist Group work Co-ordinator (PO3)
 1 fte Business and Commissioning Support Officer (SO1)
 2.5 fte Senior youth workers (PO1)
 5 fte Support youth workers (Sc5)

A total loss of 10.5 fte posts

10.1.3 There is a current vacancy level of 2 FTE Senior Youth Worker posts and a vacancy level of 2.5 FTE Support Youth Worker posts. These will be taken first leaving a further 0.5 Senior Youth Worker posts and 2.5 FTE Support Youth Worker posts lost.

Position	Posts budgeted for 2014/15	People in post currently	FTE – Current	FTE - Proposed	Current Vacancies - FTE	Proposed reduction - FTE
Management Team	8	8	8	6	0	2
Business Support	6	6	6	5	0	1
Senior Youth Workers (incl NEET Traineeship)	9	8	7	4.5	1	2.5
Support Youth Workers (incl NEET Traineeship)	12.7	30	12.7	7.7	2.4	2.56
APG Seniors	5	5	5	5	0	0
APG Asst Playleaders	15	15	9	9	0	0
Specialist Youth Workers	9	9	9	9	0	0
NEET	3	3	3	3	0	0
Youth Work Apprentice	1	1	1	1	0	0

10.1.4 Until detailed restructuring proposals for the Youth Service have been finalised in relation to the number and hours of Support Youth Worker contracts, it is not possible to specify exactly how many individual redundancies there might be.

10.1.5 Staff will be asked to indicate whether they wish to request for redundancy, this would not be guaranteed but will be taken into account in the management assessment process, of staff to be

retained. Every effort will be made to offer redeployment where possible.

10.1.6 The service reflects the diversity of the borough. Therefore there is no disproportionately significant impact on any one group with protected characteristics.

10.1.7 The total saving from staffing reduction is £418,000

10.1.8 The current number of support youth work hours budgeted for equate to 402.5. There will need to be a reduction of 174.50 support youth work hours. The Youth Service will need in order to provide a service the minimum of 228 hours delivery time, which is the amount budgeted for.

10.1.9 This also equates to

- If 19 people did the equivalent of 12 hours each (228) the service would be maintainable with the potential for growth in the future with adult volunteers as support
- 25@ 9 hours, 225 total
- 38@6 hours, 228 total
- 9@12 hours and 20 @6 hours, 228 total
- @15 and 20@ 6 hours, 225 total
- Any other combination that complies with rule one

11. On spend

11.1 The current budget for the Youth Service is £3,460,000. The proposals consulted on for Option 1 equate to a saving of £1.4m from April 2015.

11.2 The table below shows a comparison of the current Youth Service budget (2014/15) and the proposed budget (2015/16), including where savings have been made. The majority of savings come from management costs in order to maximise frontline delivery.

Youth Service Expenditure 2014-16

Area of spend	14/15 budget	% of current total budget	15/16 Budget	% of proposed total budget	Saving on current budget	% saving of current budget
	£000's	%	£000's	%	£000's	%
Commissioning	£956	28%	£663	25%	£293	21%
Youth Centres & APGs	£1,054	31%	£760	29%	£287	20%
1:1 Intensive youth work	£390	11%	£390	15%	£390	28%
NEET Programme	£197	6%	£115	4%	£197	14%
Business & Commissioning Support	£285	8%	£234	9%	£51	4%
Management	£350	10%	£286	11%	£64	5%
General efficiencies	£277	8%	£260	10%	£24	2%
Income	-£58		-£100		£100	
	£3,451		£2,608		£1,406*	

**note that an element of this saving is via grant substitution and still represents expenditure.*

12. Proposed timetable for implementation

Category	Date	Activity
Staff restructure	Feb/March 2015	New structure in place 1 April 2015
Commissioning process for contracts April 2014 onwards	March 2015 to March 2016	Reduced contracts to begin April 2015
Transition arrangements for centres where youth service staff are being removed	March 2015 to June 2015	March 2015 onwards, exploration of the best way to support venues from April 2015
Development of specification for full service commissioning including if required exploration of mutualisation	March 2015 to April 2016	

13. Financial implications of savings

- 13.1 The current revenue budget for the Youth Service is £3,460k;
- 13.2 The proposal set out in this report to reduce the budget for the Youth Service will provide a full year saving of £1,406k. The amount delivered in 2015/16 will depend on the timing of the implementation of those proposals and the agreement of the Mayor to the recommendations.
- 13.3 There are likely to be redundancy costs for the Council emerging from these proposals, these are estimated to be £154k although at this stage it is too early to say what the exact amount will be as it will depend on the staff finally selected for redundancy.
- 13.4 If some of the buildings are no longer required they will be considered either for use by alternative providers or sold as a capital receipt for the Council. The revenue savings on premises running costs will accrue to the corporate asset management savings budget.

14. Crime and disorder implications of savings

- 14.1 There are no specific crime and disorder implications arising from this report.

15. Equalities implications of savings

- 15.1 See appendix 3 for full Equalities Analysis Assessment of the proposals

16. Environmental implications of savings

- 16.1 There are no specific environmental implications arising from this report

17. Part 2: The future of the Youth Service and youth provision

- 17.1 Given the level of savings required by the Council and that outcomes for young people are a priority, it was important strategically to establish alternatives for the future of the Youth Service. The Youth Service is largely non-statutory and is thus at risk of being reduced further in subsequent years. Consequently, officers examined a variety of options that could ensure the future of a Council-funded youth offer.
- 17.2 All future options considered the broader context in which the Youth Service operates, namely that the Council is required to make savings of £85m by 2017/18, yet wishes to maintain – as is possible – its vision for youth provision.

18. Summary of Future Options

- 18.1 Within this context there are two primary options, with four sub-options housed within the second of these. These options were all included in the public consultation.
- 1) Stop providing all but the statutory obligation. This would release a further £1.7m saving, result in the closure of all direct provision and leave only a NEET tracking team and promotion of activities delivered by others.
 - 2) Continue providing youth services through one of:
 - a) commissioning an alternative sole provider from current market
 - b) break up the service and commission a mix of providers
 - c) continue providing direct provision at the reduced budget
 - d) commission an employee and youth-led mutual
- 18.2 Option 1 was already ruled out by the Mayor on 11 November 2014. It was however included in the consultation. Of the remaining future options consulted on, some would necessitate the Youth Service delivered via alternative means. There is risk and reward inherent in every future option for the Youth Service, including one that retains the status quo. Officers remain cognizant of this, as well as the financial challenges currently facing the local authority.
- 18.3 Note that option D could be seen as variant of option A. However, due to the amount of opinion raised during scrutiny and consultation about option D and the specific complexities of mutualising, over and above commissioning to current market providers, we have considered this as a separate option.

19. Future Options Appraisal

- 19.1 How options are appraised

19.1.1 Officers addressed each option against the following set of criteria, which are shown below:

- a) Short-term sustainability
- b) Value for money
- c) Long-term sustainability

a) Short-term sustainability:

The extent to which each option could enable services to continue without disruption whilst a level of council funding is available. This extent was determined independent of whether or not an option would yield good value for money. Officers also addressed each option's effect on staff and the way this would impact on delivery, as well as the effect on young people's attendance, engagement and outcomes.

b) Value for money:

The potential to deliver the best outcomes for young people, as judged against the already agreed Youth Service vision and aims, at the lowest cost. In evaluating value for money, officers especially considered how the form of delivery would impact on service users and community members.

c) Long-term sustainability:

The potential to allow the Council to make further required savings and what level of youth provision – either provided directly by the Council or external organisations – could continue. Considered as part of this was an option's capacity for engaging young people and enhancing the youth voice as well as the role staff would play in any option and how these might contribute to future sustainability.

19.2 Options analysis:

19.2.1 Below is a summary of each option followed by an appraisal which provides both detailed analysis and scores of "high" "moderate" or "low" against each of the criteria. In measuring the impact of each option against each criterion, officers also considered the potential social value to be derived. In every case officers used their best professional judgment -- which was, where possible, informed by best practice and conversations with other professionals. Each option was analysed independent of other options. This analysis is concluded with a summary table comparing all options' scores.

19.3 Operationalisation of scoring:

19.3.1 Officers scored an option as "high" when there was sufficient reason to believe that the model of service delivery maintained a strong likelihood of faring well against most – if not all – of the different elements of a criterion.

- 19.3.2 Officers scored an option as “moderate” when there was sufficient reason to believe that the model of service delivery maintained a probable, but not high, likelihood of faring well against most -- if not all - of elements of a criterion.
- 19.3.3 Further, a “moderate” score indicates officers’ awareness of possible negative implications (shortcomings) of an option when measured against a specific criterion. These implications were not, however, so critical in nature as to merit a "low" score.
- 19.3.4 Officers scored an option as “low” when there was sufficient reason to doubt that the model of delivery maintained reasonable likelihood of faring well against most – but not necessarily all – of the different elements of a criterion.
- 19.3.5 Sufficiency of confidence in the relativity of scoring was assured by engaging in dialogue with peers in other local authorities (Kensington and Chelsea, Luton and Knowsley) who had experience deploying the service delivery models inherent in the options put forth by Youth Service officers as well as discussing with organisations who have already spun out from a parent body (Wide Horizons) and with input from the Cabinet Office’s Mutual Success Programme.

19.4 Option A: commissioning an alternative sole provider from current market

- 19.4.1 The Youth Service could commission a provider from the current market to deliver the Youth Service at scale, in its entirety (adventure playgrounds, youth clubs and NEET Traineeship Programme). After implementing the base savings of £1.4m, the Council could solicit bids and tender a Youth Service contract, ultimately awarding the contract on the basis of best value.

a) Short-term sustainability

Short-term sustainability prospects are moderate. Youth provision has been – and remains – a mayoral and Council priority, as specified in the Children and Young People’s Plan 2012 – 2015, and the Council has the capacity to commission a Youth Service contract.

Commissioning an external provider to run the Service has the potential to ensure continuity of youth provision in the Borough for at least the duration of the contract period.

It is likely that continuity of service and outcomes would best be achieved if a local provider won a bidding process. Although it is possible an outside provider could offer similar continuity prospects by basing itself in the Borough and utilising local staff, which would also align with the Service’s aim to recruit locally. Since the vast majority of Youth Service staff live in the Borough, any disruption to continuity could have significant implications for them. In commissioning out the

Service, staff would have the right to be TUPE transferred to the provider, which could ensure continuity of employment for a predominantly local labour force, as well as continuity of provision, so long as staff were retained following the transfer.

An effective transfer and assimilation of staff would, however, require the commissioned organisation to deploy robust change management in order to mitigate against negative staffing implications – similar to that following a merger or acquisition in the corporate realm. This presents risks to continuity of provision, which could be amplified by the recency of the last restructure and the accompanying programme of change. A provider, especially a larger organization, could have the resources to successfully manage this change; however the risk could make bidding for delivery an unattractive prospect, further reducing an already small – if existent – market of potential providers.

There is a very limited market for delivering a contract the scale of the Youth Service, and potentially none locally. This is based on officers' initial market testing and conversations with heads of some of the Borough's largest youth providers. Among those with whom officers spoke, there is neither a desire to bid for, nor the demand to take on the Service at its current scale.

If there were competition for a commissioned contract it would likely come from providers outside the Borough.

The Youth Service currently commissions 35 PVI sector organisations, most of which are Lewisham-based. As of quarter 3, results reveal that c.25% of commissioned groups are failing to meet contractually specified targets at a level where it is recommended to end the contract, review and amend performance targets and/or cost in order to achieve agreed value for money. This reduces confidence that our local PVI sector has the capacity to operate the Service in its entirety.

b) Value for money

Value for money prospects are moderate. The current Youth Service has a unique infrastructure in its adventure playgrounds and youth centres, as well as a strong set of capabilities in its staff. The Council could benefit if a provider capable of assuming staff pension and redundancy liabilities came forward. This would likely only be possible if a large provider in good financial health competed for the contract.

If a large provider – from within or outside of the Borough – were to win the contract, it could also have the resources and capacity to grow the Borough's youth offer and/or capably attract external resources. This would, however, necessitate that a provider used its own financial resources, as there is no indication the Council would increase the The Council could specify a requirement for match funding in a bidding process. Though, again, this could reduce the market for potential providers.

If staff were TUPE'd to a large commissioned provider and immediately made redundant, this would have negative implications for the local labour market and reduce the social value capable of being derived from the contract, as the majority of Youth Service staff live in the Borough.

If staff were retained and the contracted provider had an incentive to recruit local talent and forge partnerships with voluntary sector providers that would help ensure the sustainability of the sector, positive social value implications for the local labour market. There is reason to believe that a social sector provider would have a greater incentive to deliver social value than a private sector organisation, as the latter would be bound first and foremost to the best interest of shareholders and profit generation.

Commissioning a provider will also result in a cost to the Council, as there would exist the need to monitor and manage the contract. This could likely be covered by 0.5 FTE at the PO8 grade.

c) Long-term sustainability

Long-term sustainability prospects are low. Unless a provider offered a level of match funding, a commissioned provider would characteristically deliver services corresponding to the contract's value. The Council could, however, specify in a contract that a commissioned provider must: provide some level of match funding, assume pension and redundancy liabilities, retain local staff, cooperate with the local voluntary sector, include young people on its governing board, and look to grow the Borough's youth offer in the face of further Council funding reductions.

In theory, if a contracted provider could honour these stipulations, positive implications could abound. Officers have pursued this notion in conversations with potential providers, where it was made clear that the aforementioned stipulations would limit interest in the contract, thereby reducing the market for bidders.

Given that long-term sustainability of youth provision is important to the Council and that embedding in a contract any or all of the aforementioned stipulations would limit – or render nonexistent – the market, any future Council funding reductions to youth provision would likely result in less youth provision.

It is likely that such future spending reductions by the Council could have negative implications for youth engagement and the ability to enhance the youth voice in the Borough.

19.5 Option B: Break up the remaining service and commission a mix of providers

19.5.1 The Youth Service could divide and spin-out sites, either in clusters or independently. After implementing the base savings of £1.4m, the Service could separate e.g. splitting-off adventure playgrounds from youth clubs, making each site independent or grouping sites geographically. Once spun-out, sites could incorporate as charities, trusts, social enterprises or employee-led mutuals. Each site, or group of sites, could be managed independently and governed by a board of trustees/directors. Doing this would require the Council to ultimately commission multiple providers – each offering youth provision to a particular part of the Borough.

a) Short-term sustainability

Short-term sustainability prospects are moderate. Dividing the Youth Service into separate sites could devolve responsibility, bring management closer to the end-user and community members, and enable each site(s) to make decisions in its (their) own best interest. A largely local staff group would transfer under TUPE ensuring continuity of service delivery and relationships with young people, the community and local organisations.

Each site(s) would retain its own management team, which would be equipped with new authority over how best to spend its money and deploy resources in line with contractual obligations and based on the needs of the local community, whilst ensuring relationships endure.

Management would be located alongside frontline staff, which could yield improvements in staff culture, strengthening short-term gains. More specifically, sites would have flexibility to define their organisational culture, operations, policies and guidelines. All decision-making power with regard to budget planning, business development, youth provision, youth engagement, partnership working, etc. would be at the discretion of site management and a board of trustees or governors, depending on the organisational model selected. Given this, some of the sites could prosper.

Further, this option could yield significant non-financial benefit to the Council in the form of social value to the local labour market, as the majority of Service staff live locally and would continue in employment.

Looking at provision holistically, problems could arise with regard to cohesion of service delivery. A piecemeal approach to youth provision could immediately create a disjointed youth offer and impede the sharing of best practices and information across sites, unless significant funds were invested in remote working capabilities and improved IT infrastructure. This could have a negative effect on outcomes for young people. This could be mitigated against by

implementing a requirement for sites to cooperate and partner with each other.

b) Value for money

Value for money prospects are low. In dividing the Service the Council would be required to commission multiple providers and manage and monitor multiple contracts, adding to the cost burden that would accompany the commissioning process.

As a singular entity, the Youth Service realises economies of scale with regard to its capacities (e.g., management, planning, income generation, hiring, data analysis, etc.). In dividing the Service in any way, these economies of scale would be lost, also putting at risk the sustainability prospects of individual sites (or group of sites). Management capabilities, business development capabilities and back office functions are all costly; as a singular entity the cost of these capabilities is spread across multiple sites, keeping unit costs low. If the Service were to divide, sites themselves would assume the burden of hiring management – along with other capabilities – which would drive up unit costs, decreasing value for money substantially.

Individual sites would be incentivized to generate supplementary income to add value for money to a Council contract. But the success with which this happened would likely vary widely from site to site. With Council funding reductions, some sites would sustain and continue to deliver the same level of provision whilst other sites would be forced to decrease provision relative to funding reductions.

It is highly unlikely that individual sites would have the financial capacity to assume staff pension and redundancy liabilities from the start. These would need to remain with the Council, at least in the short-term.

The potential social value that could be engendered via this option could vary significantly across sites.

This noted, all frontline services are currently delivered by trained, qualified youth workers, all of whom could prove better motivated outside the restrictions of a local authority bureaucracy with tightly defined constraints. A more engaged workforce could be realised -- one that maintains a greater stake in the success of its organisation and could deliver improved outcomes for young people at a lower unit cost.

c) Long-term sustainability

Long-term sustainability prospects are low. It is the Council's aim (which is delineated in the Children and Young People's Plan 2012 – 2105) to have as much youth provision as possible, not less, which could occur if sites failed. Sites would lose the ability to share frontline

capacity, a core focus of the last restructure in order to better allow the Service to react dynamically to service user demand. With the loss of economies of scale, high unit costs could also jeopardise sites' ability to submit competitive bids for external funding, forge partnerships and attract investment.

A divided Service could also create a disjointed youth offer in the Borough, prevent the realisation of natural synergies between sites and risk potential future strategic planning specifically in relation to leveraging Lewisham regeneration schemes. Playgrounds and youth clubs are naturally positioned to complement each other and serve all segments of our target demographic. In the event that one or more youth clubs or playgrounds failed, this could leave a gap in provision and prevent Lewisham from meeting the needs of young people in one or more parts of the Borough. If sites failed, this could have negative implications on the local labour market.

19.6 Option C: continue providing direct provision at the reduced budget

19.6.1 The Youth Service could continue operations as a Council-run service with reduced capacity, after implementing the base savings of £1.4m.

a) Short-term sustainability

Short-term sustainability prospects are moderate. As long as Council funding for youth provision remains, the Service could continue to deliver a part of the Borough's youth offer through its adventure playgrounds and youth centres.

Remaining a Council-run service would reduce the need for the type of broad organisational change management inherent in other options. This would lead to a continuity of service – sites could remain open as long as funding levels sustained.

Many Youth Service staff have worked for Lewisham Council in excess of 5 years, and there is great institutional knowledge that accompanies this longevity. Remaining a Council entity would enable the Service to – at least in the short-term – leverage this knowledge base to better support the delivery of the Service and the Council itself.

However, this could all be offset by the threat of future reductions, which could negatively impact staff morale and culture and result in a knock-on effect with regard to outcomes for young people. The threat could also mean negative implications for talent retention and make it more difficult to engage young people in a constantly shrinking service.

b) Value for money

Value for money prospects are low to moderate. With some level of Council funding for direct provision, the Youth Service could continue

to deliver services from sites at a low unit cost, as well as commission services from the PVI sector.

The Service could continue to generate some income to supplement Council funding. However, as a local authority service area, income generation prospects are limited, as officers are precluded from soliciting private donations and applying for the majority of youth provision-related grants delivered by charities/trusts.

Any further decrease in funding for youth provision could result in negative implications for the local voluntary sector, as reductions to the Service would likely necessitate further reductions to the amount the Service spends on commissioning.

c) Long-term sustainability

Long-term sustainability prospects are low. After this year, the Council will be required to identify a further savings of c.£45m. Given the scale of savings required, it is unlikely the Council would have the financial flexibility to retain the Youth Service budget at its current level. This would cause the Service to reduce the scope of its youth offer – resulting in site closures, further reductions to commissioning funds, and fewer services for young people in general.

As noted above, it is difficult – and in many cases impossible – for the Youth Service to avail itself of different funding streams. Very few large grant-making trusts and charities fund public bodies and, in officers' experience, corporates have demonstrated an unwillingness to contribute money to local authorities.

19.7 Option D: Commissioning of an Employee and Youth led mutual

19.7.1 The Youth Service could mutualise. After implementing base savings of £1.4m, Youth Service staff could, over the next 6-12 months, develop a business plan, vote to spin-out of Lewisham Council and establish an employee and young person-led mutual company. The organisation could continue to operate the Council's youth sites and deliver provision on a service contract with the Council. Staff could be transferred to the mutual company, which would operate as a legal entity independent of local authority control.

a) Short-term sustainability

Short-term sustainability prospects are moderate. A youth mutual comprised of the current sites and staff could retain and build upon its existing capabilities. The Service's predominantly local staff group could be transferred to the new entity, ensuring continuity of service for a predominantly local labour force and existing relationships with the community.

Management would be equipped with new authority over how best to deploy resources based on its service contract with the Council and the needs of the local community.

Layers of Council bureaucracy would be removed, creating a flatter structure for Service staff, which could yield improvements in staff culture, strengthening short-term gains. The organisation would have flexibility to define its organisational culture, operations, policies and guidelines. All decision-making power with regard to budget planning, business development, youth provision, youth engagement, partnership working, etc. would be vested in the mutual and board of directors.

The organisational and governance model of mutual ownership would allow for the formal engagement and input of young people with the services they use, consequently enhancing the strength of the youth voice. Staff members could also gain election to board posts and maintain voting authority, offering them more control over their careers.

Some of the potential short-term advantages could be tempered if the spin-out process proved arduous and time-consuming. Transforming the Service culture from one accustomed to Council operations to one grounded in shared ownership and a business ethos would require robust change management and is grounded in risk. This could enhance the burden placed on managers and has the potential to disrupt service delivery if not administered effectively.

b) Value for money

Value for money prospects are high. Unlike a contracted provider that would deliver youth provision to the value specified in a contract, a mutual company would have in its DNA the aim of becoming self-sustaining by growing revenue streams, which would enable a level of match funding.

Given Council savings requirements, mutualising the Youth Service could sustain a consistent level of youth provision across the Borough whilst enabling the Council to make further reductions to its budget for youth services. This would, naturally, be contingent on a mutual's ability to raise supplementary funds.

Once removed from the local authority, a mutual company could go to the market to procure back office functions at lower cost, adding further savings to the Council.

All frontline services are currently delivered by trained, qualified youth workers, all of whom could prove better motivated outside the restrictions of a local authority bureaucracy with tightly defined constraints. A more engaged workforce that maintains a greater stake in the success of its organisation could deliver improved outcomes for young people at a lower unit cost. In conversations with Youth Service

officers, staff from Epic CIC (Kensington and Chelsea's former youth service) and Knowsley Youth Mutual (Knowsley's former youth service) affirmed that mutualising their respective services has improved employee engagement and efficiency. Further, scholarly research on staff owned enterprises and the mutual model indicates that employees are more productive in such organisations than those that retain traditional structures.¹

There could also exist a significant non-financial benefit in social value to the Lewisham labour market, as the mostly local staff group could retain employment.

A further non-financial benefit could be delivered via partnership arrangements between the mutual and local providers. Such arrangements could include submitting joint bids, sharing services or back office functions and engaging in collaborative strategic planning.

If a mutual proved capable of yielding a surplus, it could look to expand operations in and around the Borough and seek to employ more local talent to support this.

Officers recognise the expertise retained by the voluntary sector. A mutual commissioning providers from the sector would be a way to leverage this to the benefit of young people, while not expending limited resources to duplicate skills.

It is clear from the consultation that a number of organisations in the current local VCS see a mutual as a way to strengthen current delivery and sector wide income generation.

c) Long-term sustainability

Long-term sustainability prospects are moderate. Long-term sustainability would be a mutual's chief organisational aim from the outset, which could be brought to fruition by raising income to retain at least a constant level of youth provision in the face of Council reductions.

Whereas embedding certain stipulations into a contract specification could reduce the market for a Youth Service contract, a staff and youth-led mutual would have a natural inclination to provide a level of match funding, retain and recruit local staff, cooperate with the local voluntary sector, strengthen the youth voice by including young people

¹ Information taken from: "Model Growth: Do employee-owned businesses deliver sustainable performance?" Lampel, Bhalla and Jha. January 2010.

on its governing board, and look to grow the Borough's youth offer in the face of further Council funding reductions.

There are a number of revenue generation prospects a mutual could take advantage of, as it would be positioned to avail itself of income streams currently unavailable to local authorities (e.g. grants, subcontracting, social investment, individual philanthropy, corporate partnerships, etc.) in time to meet Council savings requirements. A mutual would be directed by a governing board responsible for ensuring the realisation of the organisation's strategy and aims, mitigating against its risk of failure and potentially securing inroads to corporate philanthropy.

To ensure long-term sustainability, current staff could need support and training in fundamental commercial skills, which could be offered in part by experts from across the youth, charitable/VCS sector as well as drawing skills and support from the private sector.

Two youth mutuals exist currently, both of which were launched within the last 12 months. It is thus difficult to draw inferences about the durability of the mutual model in delivering youth provision. However, the mutual model has been replicated c.100 times across the country and succeeded in delivering public/social services. It is reasonable to believe that, so long as a mutual could identify profitable markets and generate income, the model could succeed in delivering the Borough's primary Council-funded youth offer.

In the long-term, the Council tendering process could impact on the sustainability of a mutual. Whilst the Council can choose to contract a mutual for up to three years, after this point it must allow for an open bidding process. If a mutual failed to win a Council contract after three years, it could be required to downsize significantly or cease operations.

19.8 Options summary table

F u t u r e O p t i o n s		Short-term Sustainability			Value for Money			Long-term Sustainability		
		High	Mod	Low	High	Mod	Low	High	Mod	Low
	Commission sole provider		X			X				X
	Break-apart Service		X				X			X
	Continue as Council service		X			X				X
	Mutualise Youth Service		X		X				X	

19.9 Consultation on future options

19.9.1 As requested in the Mayor and Cabinet meeting of November 11th 2014 Officers conducted a consultation on a broad set of options for the future of youth provision, beyond the initially proposed savings.

19.9.2 This was carried out as a separate section to the consultation on the savings and as such the information relating to methodology and level of participation is detailed above in Section 6. The full consultation document is included at appendix 1.

19.9.3 There was no support for the option to reduce the Youth Service to its statutory minimum, with all responses relating to it suggesting only that it would result in highly negative outcomes for young people. Since the Mayor had already ruled out this option during Mayor and Cabinet 11 November officers did not address it further.

19.10 Key themes raised by public in response to future options

- 1) Support and concern over mutualisation of the Youth Service
- 2) Concern over a mutual's potential impact on voluntary sector providers
- 3) Ways to generate income for youth provision beyond Council-funding

19.10.1 All commentary from the consultation focused on the option of mutualisation, with no comment on the other options other than the statutory service option already ruled out by the Mayor on 11 November 2014. Equally, no one recommended any alternative service delivery models.

19.10.2 Officers have not provided responses to key themes raised as issues are dealt with as part of the options appraisal, except in the few instances where consultation respondents may have raised issue not pertinent to the appraisal.

19.11 Support and concern over mutualisation of the Youth Service

19.11.1 The idea of a young person and employee-led mutual received generally positive support from 35% of the responses from young people; 27% of the responses from the PVI sectors and 10% of other responses. A number of the responses – including those from young people, voluntary sector providers and community members – suggested that it was the most practical way to ensure the survival of high quality youth provision in the Borough.

19.11.2 From the PVI, Millwall, Wide Horizons and Teachsport all expressed strong support for the prospect, viewing it as the most viable way to deliver Council-funded youth provision whilst noting a desire to partner with it in the future both for delivery and fund raising.

“It has huge potential in terms of the fundraising that can be achieved when not existing as a council structure. It will unsettle lots of voluntary organisations who are used to applying to the local authority for grants. It will seemingly put the mutual in direct competition with some voluntary organisations. It may not bring in desired funding and later leave the former statutory services at greater risk of collapse. Youth-led needs to be honoured as such and include as many young people from across the borough as possible. Youth-led has the potential to reinvigorate spaces with young people often having wonderful fresh ideas that with the right facilitation, could provide better and well-attended services at a fraction of the cost. Youth-led also reduces costs.” - Sydenham and FH Y Forum

“Young people strongly feel that a mutual is the best option for the service and club as it would allow us to generate more income independently and would allow them as young people to contribute towards ideas of how the service can become self-sustaining. They also feel the mutual would allow the service to provide different sessions and activities for the young people. However young people are very worried and sceptical about the thought of the club potential closing after the withdrawal of the governments funding. Young people do not like the idea of the service being commissioned to another organisation or company as they are worried about the potential changes this could lead to e.g. change of staff and a drastic change of activities. Overall the young people are very excited about the prospect of a mutual as they feel it will enable them to engage in more activities which are currently more difficult to do being part of the service e.g. fairs and carnivals. To generate income the young people feel the service should partner up more with schools and carry out sessions, rent the building and do afterschool clubs within the youth clubs.” - Riverside Youth Centre consultative group

- 19.11.3 8% of responses from young people; 47% of PVI responses and 25% of other responses supported the idea of a mutual but with caveats - such as having a robust business plan; youth input; and one PVI response recommending that the focus should be on education employment and enterprise.
- 19.11.4 3% of responses from young people and 6% of responses from the public said they felt unable to comment on the idea without more information available, and two responses (1 from the PVI and 2 from members of the public) suggested that the Council should wait to see if government funding increases in the future before making decisions on the future or to lobby the government to rethink the investment in youth provision.
- 19.11.5 6% of young people responses; 20% of PVI responses and 25% of other responses stated that they did not think mutualisation was a good idea. One of the responses from the PVI sector stated that they

were concerned about the long term sustainability of a mutual, particularly if the Council were to be the only or main funder. One of the responses from the Public and one specifically from the PVI sectors demonstrated concern about the availability of alternative funding in the future and would want to see a detailed business plan.

- 19.11.6 The CYP Voluntary Sector Forum specifically noted concerns over a prospective mutual's ability to generate income, and noted:

"We would ask the Youth Service take on board the fundraising potential of the local voluntary sector. The sector has a proven record, unlike mutuals that are only in operation in 2 or 3 places throughout the UK, of being able to raise significant funds..."

- 19.11.7 Two respondents indicated the Council should hold-off mutualising the Youth Service until the success or failure of other youth mutuals can be verified.

19.12 Concern over a mutual's potential impact on voluntary sector providers

- 19.12.1 The CYP Voluntary Sector Forum raised concerns over a mutual's relationship with voluntary sector providers. The Forum asserted it would like to see the following conditions satisfied: significant board representation awarded to voluntary sector providers, a duty to cooperate with the voluntary sector, and commitment of a significant proportion of a mutual company's budget to fund voluntary sector provision. The Forum's concerns were not raised by other voluntary sector providers or other respondents.

19.13 Ways to generate income for youth provision beyond Council-funding

- 19.13.1 The following suggestions were included in the consultation to generate further income: hiring out facilities; reduced rents to charities; sponsorship/partnership by businesses; fundraising ideas; talent shows/bake sales etc; charging fees; donations from businesses/local community
- 19.13.2 6 responses (33%) from the PVI sector and one from a member of public similarly requested closer partnerships with businesses and the use of sites to promote social enterprise.
- 19.13.3 52% of responses from young people did, however, suggest fundraising ideas including 20% of young people who suggested charging for some activities or a minimal entrance charge of 20p per session, for example. One response from young people at Bellingham Gateway suggested partnerships with the private sector and better links with schools. One member of the public requested an increase to council tax to specifically fund youth services.

“Young people strongly feel that a mutual is the best option for the service and club as it would allow us to generate more income independently and would allow them as young people to contribute towards ideas of how to the service can become self-sustaining. They also feel the mutual would allow the service to provide different sessions and activities for the young people. However young people are very worried and sceptical about the thought of the club potential closing after the withdrawal of the governments funding. Young people do not like the idea of the service being commissioned to another organisation or company as they are worried about the potential changes this could lead to e.g. change of staff and a drastic change of activities. Overall the young people are very excited about the prospect of a mutual as they feel it will enable them to engage in more activities which are currently more difficult to do being part of the service e.g. fairs and carnivals. To generate income the young people feel the service should partner up more with schools and carry out sessions, rent the building and do afterschool clubs within the youth clubs.” - Riverside Youth Centre consultative group (18 young people)

19.13.4 Two responses from the public said the Council should commission fewer services and instead spend on Council-run services, which they believed offer better value for money. The CYP Voluntary Sector Forum expressed concerns that the £100k income generation, which is part of the initial £1.4m savings, was overly ambitious.

19.14 Key themes raised by staff in response to future options

- 1) Support for the notion of mutualisation
- 2) Future concerns
- 3) Support for other future options

19.15 Support for the notion of mutualisation

19.15.1 The majority staff response was in favour of mutualisation as a way to deliver the future of Council-funded youth provision. In general, staff indicated confidence that it would offer best value for money, more effectively free staff to create innovative solutions to generate income and enable better delivery of outcomes for young people.

19.16 Future concerns

19.16.1 Some support for mutualisation was tempered by queries and concerns. The most prominent concern centred on the future of redundancy and pension rights. Other concerns included

sustainability of a mutual company, the role TUPE would play and what other changes may be required to job descriptions to make a new organisation viable. Several indicated broad concern for the notion that a mutual could fail, which could result in loss of services for young people. Related to this was one person's concern that a mutual might alter negatively the focus of youth provision away from meeting the needs of the most vulnerable.

19.17 Support for other future options

19.17.1 Staff demonstrated a low level of support for the option of dividing the Service. Some showed interest in developing two mutuals – one for playgrounds and one for youth clubs. Others who addressed this point demonstrated no enthusiasm for the prospect, but sought clarity on why management supports a one-mutual approach.

19.18 Response

19.18.1 Management acknowledges the broad staff desire to deliver the Service via a mutual. Officers understand that much more information is needed in order to ensure staff make a fully informed decision on mutualisation, conscious of the benefits, potential drawbacks and implications for youth provision. Management will continue to look at ways to implement staff suggestions and recommendations as we move forward.

19.18.2 Managers will keep staff abreast of any and all information that is revealed via future planning processes. Managers will also aim to better align all areas of the Service, manage change associated with downsizing, and utilise appropriate channels to communicate messages in a timely and effective manner.

19.19 Conclusion of Future options appraisal

19.19.1 Alongside the proposed savings for 2015-16, it is recommended the Mayor agree that officers develop a full plan to mutualise the Youth Service. This recommendation is based on the need to further explore the potential benefits a mutualised service could bring to bear, the supportive responses to both the public and staff consultations, and the opportunity mutualisation could bring the Council with regard to future savings.

19.19.2 The plan will include a governance framework that aims to ensure that:

- The local voluntary sector is involved and represented, possibly via the Voluntary Action Lewisham CYP Forum, in the governance arrangements of the ELM
- The governing body of the ELM is represented as a stakeholder in public services, possibly through representation on the CYP Strategic Partnership Board.

- Staff and Young People, and potentially the Council, are democratically represented in the ELM.

19.19.3 The plan will also cover:

- How to achieve necessary asset locks.
- A business plan/case required for any single tender action.

19.19.4 In planning officers will consider risks including:

- Potential LGPS and redundancy liabilities.
- The ELM's liability for VAT.
- The ELM's liability for Corporation Tax.
- Funding from the Council being viewed as state aid.

20. Financial implications of recommended future option

20.1 The recommended "future" option is to pursue a Mutual for the provision of youth services in the borough. The Council's support for this option would be capped at c£1.7m and offers the prospect that over time that contribution would decrease as alternative income resources were developed and achieved by the Mutual.

20.2 It is anticipated that staff would continue to be paid on their current terms and conditions thus maintaining a level of employment in the borough.

20.3 To maximise the chances of success the Mutual as envisaged would need to operate at arms length from the Council and be released from a range of corporate systems and requirements. This may lead to some reduction in Council overheads but that may be insufficient to maintain the economies of scale of the organisation. In making a final decision on its funding of the Mutual, the Council will need to consider the exact financial implications of this.

20.4 The Mutual model described does not anticipate any change in the use of capital assets deployed so no capital financial benefit to the Council is anticipated at this stage.

20.5 Options A, B and C provide continuity in terms of the Council commitment to a service financially but they do not offer the prospect of a similar level of service at a reduced or possibly nil cost. They could offer a reduced cost if in commissioning services the Council specified an income earning target that was built into the contract.

21. Legal implications of savings proposals recommended future option

- 21.1 Section 507B Education Act 1996 imposes a duty on local authorities, so far as is reasonably practicable to promote the well-being of persons aged 13-19 (and of persons aged up to 25 with learning difficulties) by securing access for them to sufficient educational and recreational leisure-time activities and facilities. A local authority can fulfil this duty by providing activities and facilities, assisting others to do so, or by making other arrangements to facilitate access, which can include the provision of transport, financial assistance or information.
- 21.2 Before taking any action under section 507B of the Education Act 1996 a local authority is required to take steps to assess whether it is beneficial for other agencies and individuals to provide services in its place and where appropriate, to secure that those services are provided by such agencies or individuals. There is also a statutory requirement to consult with such persons as the local authority consider appropriate as to whether it is expedient for the proposed actions to be taken by another person.
- 21.3 In carrying out its statutory responsibilities under section 507B of the Education Act 1996 a local authority is required to ascertain from young people in the authority's area their views on the existing provision and the need for any additional provision, and to take those views into account.
- 21.4 Local authorities are required to supply and keep up to date information regarding those leisure-time activities and facilities that are available locally.
- 21.5 Section 68 of the Education and Skills Act 2008 places a duty on local authorities to make available to young people and relevant young adults for whom they are responsible such services as they consider appropriate to encourage, enable or assist them to engage and remain in education or training. ***A local authority can fulfil the duty to make services available either by providing them itself or by making arrangements with others, which could include other local authorities.***
- 21.6 The proposals set out in this paper have to be consistent with the local authority's ability to meet its statutory responsibilities.
- 21.7 In exploring the option of an employee led mutual (ELM) due to the value of any potential contract, this would trigger a procurement exercise under the EU Directive. Under the current EU Directive the services would be Part B services which would invoke a much lighter touch regime requiring only the use of non-discriminatory contract terms and a contract award notice. However, the anticipated Public Contracts Regulations 2015 (due to come into force in Spring this year) will permit local authorities to reserve the award of certain services including youth services to mutuals/social enterprises. The maximum duration of such a contract is three

years and would enable a mutual to gain experience of running its own business before it is formally subject to a procurement exercise thereafter.

21.8 Notwithstanding the possible award of a contract in accordance with the anticipated Public Contracts Regulations 2015 the local authority will still have to be satisfied that it fulfilled its best value duty and would be required to consider the usual factors of service quality, cost, ability of the contractor to –provide the service.

21.9 The Public Services (Social Value) Act 2012 (and the EU Directive) enables local authorities to take into account social and environment aspects of any contract they are procuring as well as the relevant skills and experience of the individuals involved when procuring any services.

21.9 Under the Council's Constitution, this is usually done through an open tender exercise. However, if there are special circumstances warranting a single tender action the customary open tender exercise can be dispensed with. Whether such a departure from the usual open tender process is permissible will be a question of fact and a case for departure will need to be made out.

21.10 In the event that the option of a staff led mutual progresses and is successful in providing the service, at the end of the three year contract, the normal provisions would apply. Either the delivery of the service would revert to the Council or arrangements would be required to let another contract. Alternatively, the Council could decide at that stage to pursue the statutory minimum option and divest itself of discretionary youth service provision and leave it to other providers with no contractual relationship with the Council.

21.11 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

21.12 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

21.13 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to

eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

21.14 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

21.15 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- 1) The essential guide to the public sector equality duty
- 2) Meeting the equality duty in policy and decision-making
- 3) Engagement and the equality duty
- 4) Equality objectives and the equality duty
- 5) Equality information and the equality duty

21.16 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

22 Crime and disorder implications of recommended future option

22.1 There are no specific crime and disorder implications arising from this report.

23. Equalities implications of recommended future option

23.1 See Appendix 3

24 Environmental implications

24.1 There are no specific environmental implications arising from this report

Background documents

If there are any queries on this report please contact Mervyn Kaye, Service Manager, Youth Service, Children and Young People's Directorate, London Borough of Lewisham, mervyn.kaye@lewisham.gov.uk / 020 8314 6661

Appendices

Appendix 1: Public consultation paper

Appendix 2: Current PVI providers funded or contracted by the Youth Service

Appendix 3: Equalities Analysis Assessment

Appendix 4: Map of current provision

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Appendix 1: Public consultation paper



Public consultation on proposals for the future of youth services

The Youth Service aims and objectives

We want to support young people in Lewisham in the best possible way, with services and activities that:

- are fun, vibrant and high quality
- support their learning and life skills
- enable them to make the most of what London and Lewisham have to offer.

Providing support and activities for all young people remains a top priority for the Mayor and Council. At the same time, because of the Government's continued squeeze on public spending, we also need to reduce the amount of money we spend on services across the Council. This means we have to think differently about how we deliver youth services in the future.

Regardless of any changes, our aims for the youth service remain the same:

- To encourage a broad range of organisations to deliver a vibrant range of opportunities for all our young people to enjoy and benefit from.
- To support young people in Lewisham in need of support in becoming happy, healthy and successful adults.

The outcomes that we want to achieve for young people also remain the same:

- Improved life skills.
- Increased involvement in education, employment or training.
- Staying safe and well, and preventing needs from escalating.

Why are we consulting on the youth service?

Alongside setting up the above vision for the service the youth service restructure in 2013/14 also released savings to the Council of £1.03m. This was required as part of a wider £93m reduction across the Council which began in May 2010. These savings were achieved through a complete reshaping of the service, creating a leaner, more efficient service more capable of responding to young people's needs. It also introduced a commissioning fund from which voluntary sector and other providers could bid to deliver youth provision.

Further reductions in Government funding now require the Council to make further savings of £85m by 2018. Whilst the vision remains the same the Council reductions will require further changes in how we organise and deliver support to young people in Lewisham. It also gives us an opportunity to think creatively about how we do this. The level of saving being requested is in line with savings required across the Council, i.e. the youth service is taking a fair share of the required cuts. We are therefore considering proposals to make £1.4m of savings from the current £3.46m budget (41%).

Part one of this paper explains the current proposals to save £1.4m. Part two then considers the future of the Youth Service after these savings. We are asking you to help inform both these proposals.

Please take some time to read this paper and then complete a short survey to have your say on the proposed changes. Throughout the paper you will see highlighted questions which we would like for you to consider.

PART 1: Initial £1.4m saving proposal:

To save £1.4m it is proposed to:

- reduce the number of staff we employ;
- reduce the current commissioning of youth provision run by organisations other than the youth service;
- Generate more income;
- re-shape our youth re-engagement services (*explained below*)

What will be the effect of a reduction in staff?

The reduction in staff includes management, business support, and youth workers. Although the reduction in management and business support will have a minimal effect on service provision, the reduction of youth workers will mean, from April 2015, we will need to make a change at two of our centres. We are proposing that the two sites are Ladywell Youth Village and Rockbourne Youth Club as well as a reduction in the Youth Services' street based work.

Instead of our youth service delivering services at these two sites, we want to find other providers who can deliver youth provision in them.

- **What would you like to see running at these sites?**

Why Rockbourne and Ladywell?

The choice of Rockbourne Youth Club and Ladywell Youth Village was based on the suitability of the sites to allow others to deliver provision, and the potential of remaining sites to be used for purposes of generating money to pay for services in the future. Any money generated in the future by any of our sites would be used to fund youth provision.

In addition to the youth service provision at Rockbourne and Ladywell Youth Village, both centres already have other provision running from them. Rockbourne offers short break provision (for young people with Special Educational Needs - SEN) on two weekday evenings and Saturdays, and Ladywell Youth Village offers short break provision on Saturdays. Rockbourne also hosts a Scout group, whilst Ladywell operates as an adult day care centre the majority of the time. These proposals will therefore allow this provision to continue and the sites to remain open, enabling the savings to result only from the reduction of youth service delivery. **For more information on this and on alternative nearby provision see FAQ section below.**

What will happen to other sites?

Lewisham youth service will continue providing a range of youth work and income generating from the five other youth centres:

- Woodpecker, New Cross
- Honor Oak, Brockley
- TNG, Sydenham
- Riverside, Deptford
- Bellingham Gateway, Bellingham

and all five Lewisham Adventure Playgrounds:

- Deptford Adventure Playground, Deptford
- Dumps Adventure Playground, Bellingham
- Home Park Adventure Playground, Sydenham
- Ladywell Adventure Playground, Ladywell
- Honor Oak Adventure Playground, Brockley

What will happen to street based work?

Currently, there is a capacity for the service to carry out street based work, to engage young people not using the service or to respond to unforeseen incidents. The skills for outreach and street based work would remain in the service and some outreach/street based work would continue, especially when this is needed for unforeseen issues. The reduction in staff numbers would however now require a reduction in centre-based activities on any evening that street based work takes place.

However, that is the reality of what actually happens already, because of current vacancies in the service. Our Participation and Engagement Officer's role also involves outreach work to engage young people not using the service and this will continue, making up for some of the loss of street-based capacity.

What is commissioning and what is the effect of a reduction?

Currently the Youth Service commissions a range of youth provision from the private and voluntary sector. In other words it pays people other than Lewisham Council youth workers to offer activities to young people. This happens at different locations and times of the year, including sometimes in Lewisham Youth clubs. This allows a mix of provision across the borough that the Youth Service alone does not have the capacity to meet.

The initial saving of £1.4m proposes reducing this by 31.5% in line with the total reduction of money the Council will have to make. This will still leave over £600,000 of funding to enable the Youth Service to commission other provision – an amount greater than was available before the last restructure in 2013.

A clear process for deciding how to reduce the budget will take into account how best providers can meet the Youth Service aims, including considering the needs of specific groups of vulnerable young people; ensuring a good spread of service across the borough as well as opportunities outside of the borough; and provision during all times of the year. It will also look at where providers this year have not met their expected performance and look instead to get more for our young people from the money being spent.

- **Is there anything you think we should consider when we think about how to reduce spend on commissioned youth provision?**

How will we generate income into the youth service?

The service will generate income by renting space to private and community sector users, and by bidding for relevant, available grants.

- **Are there other ways you think the youth service could raise money?**

What do you mean by re-shaping youth re-engagement services?

There are three elements of the current youth service that are proposed would be better when brought together to form a youth re-engagement service. These are:

- The Specialist 1:1 (keywork) service
- The NEET Traineeship
- NEET tracking services

The first two of these services will remain initially under the youth service, but this may change in the future; the NEET tracking service will remain unchanged. Savings will be made by looking at alternative funding for the Specialist 1:1 service and the NEET Traineeship, including other non-council funding. It may be that in the future the Specialist 1:1 service is commissioned as part of other family support services.

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Part 2: Thinking about the future for the youth service after these savings

Given the level of saving required across the council, £85m by 2016/17, we believe that even with the proposed initial £1.4m detailed in part 1 of this consultation, further change will be required. Part 2 of the consultation therefore asks you to help us consider this longer term future.

There are many possible future options for delivering youth provision including ideas you may have which we have not yet thought of. Currently the preferred option is to create an employee and youth led mutual. This is explained in detail below. This is currently preferred as we think that it best offers an opportunity to protect the level of youth service provision – after the savings outlined above – as well as making it possible to increase the amount of money the service can generate as income, and therefore make further savings for the Council.

Below we detail this option and also a number of other ideas. We also discuss why we believe these other ideas to be less preferential. We would like you to also consider these and let us know where you agree with our thinking, where you disagree and where you may have other suggestions. This will help the Mayor make decisions that can seek to offer a long term vision for youth provision.

What is an employee and youth led mutual?

When we talk about an employee and youth led mutual, we are talking about a company (a legal organisation) that is shared by the employees and young people in the borough. Our employees are currently employed by the Council directly. If the youth service became a mutual, it would mean the youth service moves *out* of the Council. The Council would no longer directly control the youth service and its employees would no longer work *for* the Council, although the Council would, certainly in the short term, continue to fund this new organisation.

The youth service would instead become its own organisation, governed by the employees and other stakeholders, including representation by young people themselves. Employees and stakeholders would directly share responsibility for this new organisation's success. We believe young people ought to have a greater say in what they get and feel more empowered to make decisions. This new organisation, where employees and young people share responsibility, would better allow this.

For at least the first 3 years, the Council would fund this new organisation to provide services on its behalf. During this time, the new organisation would need to develop ways to fund itself so that at the end of a 3 year period the Council could either stop or reduce funding to provide further savings. To protect against this resulting in the end of youth provision the mutual would, over the first three years, work hard with partners including the voluntary sector to bring in money from sources other than just the Council. Because it is part of the Council, the youth service is currently restricted from accessing several funding streams. As a mutual, the organisation could sell a variety of services that would benefit the community, such as desk space for start-ups, venue space for entrepreneurs, and physical education activities. In partnership with community organisations, the Service could also develop entirely new activities to sell – for example, activities for foreign students who stay in Lewisham, bicycle tours and support for at-risk pupils, to name a few. All money generated by these activities would be reinvested in the organisation to continue the core business of providing positive activities and safe spaces to Lewisham young people, which would in turn meet the aims described at the start of this document.

The exact detail of how a mutual would work will, however, take some time to work out; we anticipate that planning and organisational design will take a year.

Currently two other youth service mutuals exist in the UK in the Royal Borough of Kensington and Chelsea and in Knowsley (near Liverpool). These two mutuals are working well, but are very new. We are in contact with both organisations and would continue to learn from them and seek to embed best practices into Lewisham.

To bring to life the idea of a Lewisham employee and youth-led mutual will require working in partnership with Lewisham's community and voluntary sector organisations. Ultimately, there are a number of benefits to be realised by setting up the youth service as a mutual. These include:

- a greater opportunity for involvement of young people in the borough, by allowing them to become part owners of the mutual and have an elected place on its board
- a greater ability to strategise, innovate and better meet the needs of young people
- a greater opportunity to tap into new grant funding streams, sponsorships and income generation opportunities currently unavailable to local authorities
- the potential to positively influence organisational culture, embed a feeling of shared ownership, minimise sick days and increase influence over future decisions
- the opportunity for the Council to retain a relationship with a staff group that has already-established relationships with young people and community members

• What do you think to the idea of an employee and youth led mutual?

Other ideas considered but not put forward as options:

Retain the youth service as part of the Council

Given the extent of savings required by the Council over the next 3 years, it is possible that further reductions to the service will be required. Further reductions would result in the removal of more youth work staff from additional centres and playgrounds, further reduced funding to commissioned services from the private, voluntary and independent (PVI) sector, and an overall decrease in the amount of youth provision available in the borough.

We believe that this would have a detrimental impact on young people from a level of constant uncertainty regarding youth club and playground closures. This would make it more difficult for youth workers to gain young people's trust and engage them in provision.

In addition, youth service staff would operate in an environment of constant uncertainty, not knowing if jobs would exist the following year. Such an environment would serve as a disadvantage to staff culture and motivating staff to provide their best to young people. It would also likely cause an environment of disbelief and make it very difficult to retain talent and hire new talent.

Reduce the service to a statutory service

We could reduce the youth service to a statutory service only model. This means the council would only provide those services that the government says we legally have to. Legislation imposes a duty on local authorities, so far as is reasonably practicable, to promote the well-being of persons aged 13 to 19 (and up to 25 for those young persons with learning difficulties) by securing access for them to sufficient education and recreational leisure time activities and facilities". The authority can fulfil this duty by providing activities and facilities or assisting others to do so or by making arrangements to facilitate access which can include the provision of transport, financial assistance or information. The Council is also required to supply and keep up to date information regarding leisure time activities and facilities that are available locally. This would release further savings of £1.7m (in addition to the £1.4m above – making a total of £3.1m). By reducing the service to this statutory minimum, we would prevent the Council from making painful cuts to the service year after year. If reduced to its statutory minimum, the Service would carry out only two functions – facilitate access to non-Council run youth provision and track and report on young people who are not in education, employment or training. Reducing the service in line with this option would mean that roughly four staff members would remain. All youth workers, managers and commissioning and business support staff would be made redundant and all commissioned and direct provision would end. Under this option, all of our youth centres and APGs would either close or be rented to community sector providers.

This idea was originally put forward as a formal option to Mayor and Cabinet on 12 November; however at this meeting the Mayor decided no further work on this option should be taken forward.

Commission out the youth service to a private, voluntary or independent sector provider

The council could advertise for a contract to deliver or run the Youth Service including all activities. This would have to be based on a total cost recovery model, meaning full costs to delivering services, including IT; building maintenance; HR; finance support etc. were included. The organisation could be a private, voluntary or independent sector organisation. This is something that some other boroughs already do. The council could look to do this based on a concession contract where a provider is awarded a contract that pays them less than the full cost of the service, because they bring in external funding to add to the amount the council funds.

At present we do not believe commissioning out the service would allow for the same level of savings as option 1 whilst also retaining the same level of service with a strong local ethos and connection to young people. There have been no contracts of this scale, and certainly none of this size on a concession model, for youth services in Lewisham. For the contracts that do exist within our current commissioned fund many are not based on a full total cost recovery model with the council paying for use of buildings, logistics support and promotions in addition to the actual cost of the contract. This model may also preclude any of the benefits of staff and young people's ownership that a mutual would deliver.

Create individual youth centres and adventure playgrounds, e.g. establish them as separate mutuals or charities/trusts.

The youth service could seek to "spin-out" each of its remaining adventure playgrounds and youth centres – in some cases pairing two or three together – and enable them to operate as stand-alone charities, mutuals or not-for-profit organisations.

In the current youth service, youth workers are allocated to centres and playgrounds as and when needed but can move around to meet changing needs. Also management and overhead costs are absorbed across all of our sites collectively. In this way the service sees economies of scale and a flexibility to best meet young people's needs. Should services instead be split up they would have to employ one manager or one administrative officer for each site individually. They would also lose bargaining power for buying including in areas such as IT, maintenance and equipment. They would also lose the advantage of a broader staff group that gives flexibility in terms of both numbers of staff at a site and the amount of differing skills.

If each part of the youth service mutualised or we made independent individual adventure playgrounds and youth centres, costs per part or site would increase. The economies of scale currently realised by the Service – or which would be realised by a wholesale mutualisation of the youth service – would not exist. This would likely create an unsustainable situation for individual sites – they would be forced to spend considerable time seeking external funding to bring in missing capabilities. Such a situation would also enhance competition throughout the borough for limited funding resources, placing undue strain on the local private voluntary independent sector.

Ultimately, we believe this option is not practical, as it fails to realise economies of scale and would not provide better value for money.

- **Is there anything you want to say about these ideas?**
- **Are there other ideas that you think we should consider?**

DRAFT

Tell us what you think

We are asking for your views on this proposal from November 18th to December 31st. You can share your views and find out more by completing the feedback form which is available online and in clubs/APGs and submitting it:

1. Online: [Youth Service Savings Consultation 2014](#)
2. By Post: YS consultation 2014, Lewisham Youth Service, 3rd Floor Laurence House, SE6 4RU
3. Putting your completed form into boxes at youth clubs and APGs

or

4. Posting your opinions to **Twitter** with the **#ysconsultation2014**:
5. Posting your opinions to the youth service **Facebook** page here: [Lewisham Young Citizens Panel \(YCP\) | Facebook](#)
6. Between now and 19 December youth workers will be talking to you at centres and adventure play grounds and gathering your opinions.

The deadline for responses is **31 December 2014**

→ The Mayor will consider our proposals in **February 2015**, including the responses from young people, parents/ carers, staff and the wider public.

→ If the proposals are accepted, the first stage of changes will be implemented from April 2015.

Feedback form

1. What would you like to see running at these sites?

2. Is there anything you think we should consider when we think about how to reduce spend on commissioned youth provision?

3. Are there other ways you think the youth service could raise money?

4. What do you think about the idea of an employee and youth led mutual?

5. What do you think of the (other) ideas?

6. Are there other ideas that you think we should consider?

If you attend one of our youth centres please answer the following questions;

7. What is your post code?

8. Which youth club or adventure playground do you attend the most?

9. What type of activities would you like to take part in if there was no provision at Ladywell Youth Village or Rockbourne? *(Please tick all that apply)*

- Arts and crafts
- Media
- Uniform groups
- Educational and life Skills
- Dance and drama
- Computing and technology
- Environmental and conservation projects
- Youth-led projects, social action and youth participation
- Sports
- Museums and heritage
- Employability
- Music
- Health and wellbeing
- Sexual health
- Volunteering and mentoring

9. How far would you travel to go to a Youth Centre or Adventure Playground? *(Please tick all that apply)*

- Catford
- Lewisham
- Deptford
- Sydenham
- Forest Hill
- Ladywell
- Brockley
- New Cross
- Bromley
- Downham
- Bellingham
- Grove Park
- Blackheath
- Other (please specify)

10. Do you currently take part in other activities/clubs? *(Please circle)*

Yes **No**

If yes, please tell us more.

11. If the club that you attend most was to close, do you think you would like it if your youth worker went with you to visit other local clubs? *(Please circle)*

Yes No N/A

12. Have you got any suggestions on how the youth service could help you to attend other provision?

About you

How would you describe yourself in relation to this consultation?

(Please tick the one which describes you best)

- Young person (8-25 years old)
- Parent/ carer of a child or young person
- Private, voluntary or community organisation

If so, please specify, which organisation.....

Do you deliver youth services or activities? Yes / No

Do you deliver youth services or activities on behalf of the Council? Yes / No

Member of the public

Other (please specify):.....

Would you like to receive the Lewisham Life eNewsletter for local events and things to do, news, discounts and competitions? Yes / No

How did you find out about this consultation? *(Please tick all that apply)*

Council website

Facebook

Twitter

At a consultation event

Through school, college, youth worker/ youth centre, or another service or member of staff

Any other way? (Please specify):.....

Equalities monitoring is the collection of information which helps Lewisham Council ensure that we are providing a fair and inclusive service. We need to know who our customers are to check that everyone in the borough is accessing the services they are entitled to, and that nobody is discriminated against unlawfully.

Any information provided by you will be treated confidentially and in accordance with the Data Protection Act. All questions are voluntary and you do not have to answer them. However, by answering the questions you will help us to ensure that our services are fair and accessible to all.

How would you describe yourself? (Please tick)

Age	<input type="checkbox"/> Under 15	
	<input type="checkbox"/> 15–24	
	<input type="checkbox"/> 25–34	
	<input type="checkbox"/> 35–44	
	<input type="checkbox"/> 45–54	
	<input type="checkbox"/> 55+	
Ethnicity	<input type="checkbox"/> Asian Bangladeshi	
	<input type="checkbox"/> Asian Indian	
	<input type="checkbox"/> Black African	
	<input type="checkbox"/> Black Caribbean	
	<input type="checkbox"/> Black other	
	<input type="checkbox"/> Indian other	
	<input type="checkbox"/> Mixed other	

	<ul style="list-style-type: none"> Mixed White and Black African 	
	<ul style="list-style-type: none"> Mixed White and Black Caribbean 	
	<ul style="list-style-type: none"> Not Known 	
	<ul style="list-style-type: none"> Other Ethnic Group 	
	<ul style="list-style-type: none"> Other Mixed 	
	<ul style="list-style-type: none"> Vietnamese 	
	<ul style="list-style-type: none"> White British/Eng/Welsh/Scot/N Irish 	
	<ul style="list-style-type: none"> White Irish 	
	<ul style="list-style-type: none"> White other 	
	<ul style="list-style-type: none"> White Turkish/Cypriot 	
Disability Do you have a disability?	<ul style="list-style-type: none"> Yes 	
	<ul style="list-style-type: none"> No 	
	<ul style="list-style-type: none"> Prefer not to say 	
Gender	<ul style="list-style-type: none"> Male 	
	<ul style="list-style-type: none"> Female 	
	<ul style="list-style-type: none"> Prefer not to say 	
Ward Where do you live in the borough?	<ul style="list-style-type: none"> Bellingham 	
	<ul style="list-style-type: none"> Blackheath 	
	<ul style="list-style-type: none"> Brockley 	
	<ul style="list-style-type: none"> Catford South 	
	<ul style="list-style-type: none"> Crofton Park 	
	<ul style="list-style-type: none"> Downham 	
	<ul style="list-style-type: none"> Evelyn 	

	• Forest Hill	
	• Grove Park	
	• Ladywell	
	• Lee Green	
	• Lewisham Central	
	• New Cross	
	• Perry Vale	
	• Rushey Green	
	• Sydenham	
	• Telegraph Hill	
	• Whitefoot	

Thank you for taking the time to read this consultation document. We look forward to hearing your views.

Appendix 1: Some answers to frequently asked questions:

Why Ladywell Youth Village and Rockbourne?

Ladywell Youth Village has been proposed primarily because its building is not managed by Lewisham Youth Service. The centre primarily operates as an adult day centre; short break provision is offered on the weekends. To make savings, Council-run youth provision will end, whilst other youth provision, including short breaks, will continue. We will also try to find others to run activities during those evenings when we are no longer there. Similarly alongside providing mainstream youth club Rockbourne runs youth sessions for young people with special education needs. This specialist work will continue and we will look for other non-council providers to continue running mainstream activities from the club.

What does that mean for young people?

If you currently attend the youth sessions at Ladywell Youth Village and/or Rockbourne, it means that you may need to attend somewhere else. The nearest alternatives to these clubs are discussed below and detailed in Appendix 3. We will also seek to find other organisations (i.e. non youth service) to provide service at both sites.

What else is there for young people in Ladywell and Forest Hill?

If alternative providers cannot be found there are other options near both sites:

The closest youth service provision to Ladywell Youth Village is Ladywell Adventure playground. The playground offers a wide range of outdoor activities and also has table tennis, pool, arts and cooking facilities.

To better support the loss of provision we will look to alter service at the APG to better accommodate some of the older young people who may only currently attend Youth Village. The closest Youth centre to Ladywell Youth Village is Honor Oak, which is accessible by 484 bus or 122 to Crofton Park and a short walk.

The nearest provision to Rockbourne is The Next Generation (TNG) youth centre in Sydenham. TNG is new, designed for young people by young people, and offers youth sessions throughout the week including sporting activities and clubs which include boxing, dance, football, climbing wall, recording studio and a Cafe. This is accessible by bus 122 and then 202 or train to Sydenham and bus 202. Other services and activities are listed see appendix 2.

Fully updated information about known youth provision in the borough is also always available on the Lewisham website. www.lewisham.gov.uk/youngpeople (See appendix 3 for a list of all activities)

How far will young people need to travel?

There are several bus routes that go through Ladywell such as 122, 484, 284, Brockley 171, 122, 172, P4 and to Lewisham 47, 136, 122, 484, 284 and more. Depending on what activity/club/event you attend, you may need to use Transport for London's website <https://www.tfl.gov.uk/plan-a-journey/> to check on exactly how to get there from your home/school.

There are several bus routes that go through Sydenham such as 122, 202, and 356. The train station at Sydenham also provides links from Forest Hill, Brockley, and New Cross. Depending on what activity/club/event you attend, you may need to use Transport for London's website <https://www.tfl.gov.uk/plan-a-journey/> to check on exactly how to get there from your home/school.

Will the same youth workers be at other sites? What will happen to the staff at Ladywell and Rockbourne?

Making savings means that some staff will lose their jobs. However, the process used to select who stays and who does not, is not based on the location of where staff are currently working. Youth Service staff work for the Youth Service, not directly for one of our sites. This means that just because we are removing our staff from Ladywell and Rockbourne, the staff currently based there may not lose their jobs. Some of the youth workers may be allocated to other Youth Centres across Lewisham. All Lewisham Youth service venues are staffed by professionally trained staff, who are there to support you in your development and allow you to have fun in a supervised, supportive environment.

How will you ensure youth centres remain safe environments for young people if the young person to staff ratio increases?

All staff are responsible for knowing and maintaining a safe ratio of staff to young people. If demand rises at some clubs and falls in others, we will work to ensure that our supply of staff meets the demand for the

centre's activities, which may mean moving staff around. Furthermore, the Youth Service is looking to raise money from alternative sources to enable services to meet demand.

Will young people travel to other areas to access Centres that are still open?

Statistics already show that young people are travelling to access provision. Between April and August this year, 48% of young people who attended Rockbourne Youth Club and 45% of attendees at Youth Village live more than 1500m from the club. This indicates that young people would be willing to travel to access other projects if the current youth service delivery at Ladywell Youth Village and Rockbourne were to end.

How do you plan to enable young people to access facilities across the borough?

We are offering to take young people to their nearest youth centres during March 2015 to acquaint them with new environments, as well as other staff and young people. We will continue to promote activities for young people including through Lewisham website: www.lewisham.gov.uk/young-people.

When will decisions be made and by who?

Decisions about the future of the youth service will be made by the Mayor of Lewisham - Sir Steve Bullock. To make this decision he looks at responses to the consultation presented to him in a report written by Council staff, he also talks to his fellow councillors, including some who look at the plans in detail in meetings called 'scrutiny' and then prepare reports of their own for him. These reports will be sent to him in January 2015 so he can make a decision at the Mayor and Cabinet meeting in February, 2015.

Appendix 2: Other activities in and around Forest Hill and Ladywell (The most up to date version of this is accessible at www.lewisham.gov.uk/youngpeople)

Activities near Ladywell Youth Village

Organisation name	Delivery address (where the activity takes place)	Delivery Postcode	Distance from Ladywell Youth Village	Arts	Media	Uniform Groups	Educational & Life Skills	Dance and Drama	Computing & Technology	Environmental & Youth-Led, Social Action	Sports	Museums & Heritage	Employability	Music	Health & Well-being	LGBTQ	Volunteering & Other	Website address	Age range	How do people access your service? (drop in, referral etc.)	Do you charge Young People to access the provision?	Phone number	Email
1 Community Project	148 Dressington Avenue, Ladywell	SE4 1JF	0	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y		http://www.1communityproject.co.uk	8 - 19 (up to 25 with SEN)	Open Access	No	07572 271387	T.McDonald@1communityproject.co.uk
L&Q	Ladywell Fields Adventure Playground Maljons Road	SE13 7XE	143	Y				Y										www.lqgroup.org.uk	0-18 years	Contact Provider	No	0844406 9000	Pnehar@lqgroup.org.uk
Ladywell Fields Adventure Playground	Maljons Road	SE13 7XE	143	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y						07875 093886	chantel.simpson@lewisham.gov.uk
Gordonbrook Primary School	Amgruth Road, Brockley	SE4 1HQ	369				Y	Y		Y			Y	Y			Y	http://www.gordonbrook.lewisham.sch.uk/	8 - 11	Students Only	Yes		info@gordonbrook.lewisham.sch.uk
Holbeach Primary School	Dogget Road, Catford	SE6 4QB	427					Y		Y			Y	Y			Y	http://www.holbeach.lewisham.sch.uk/	8 - 11	Students Only	Yes		admin@holbeach.lewisham.sch.uk
Prendergast Ladywell Fields	Manwood Road	SE4 1SA	432															http://www.prendergast-ladywell.com/	11 - 16	Students Only			admin@ladywellfieldsSchool.lewisham.sch.uk
Lewisham Seventh-day Adventist Church	428-434 Lewisham High Street	SE13 6LJ	459			Y				Y				Y	Y			www.lewishamadventist.org.uk	5-18 and 18+	It depends on the service. For most of them interested persons can simply drop in but for those where joining is involved it would be best to contact us first.	For most services there is no charge but for the Pathfinder club there is a small weekly submission fee	7918627670	info@lewishamadventist.org.uk
1st Lewisham Park (Young Muslim Academy) South Scouts Group	Lewisham and Kent Islamic Centre, 363-365 Lewisham High Street, Lewisham	SE13 6NZ	551			Y																	
Lewisham Islamic Centre - Young Muslim Academy	363 - 365 Lewisham High Street Lewisham	SE13 6NZ	551											Y			Y	http://www.lewishamislamiccentre.com/	3-18yrs	Application form	Varies	0208 690 5090	info@lewishamislamiccentre.com
The Point Catford	401 Lewisham High Street	SE13 6NZ	551				Y			Y				Y			Y	http://www.thepointcatford.org.uk/youth	11 to 16	Drop in	No	0208 690 0622	
Crofton Park Baptist Church	Crofton Park Baptist Church Brockley Grove London	SE4 1EB	615				Y							Y			Y	http://www.croftonpark.org.uk/	11 to 16	call	Free	0208 314 1813	mark.smith1@btinternet.com
St Mary's Lewisham CE Primary School	Lewisham High Street	SE13 6NX	646															http://www.st-marys.lewisham.sch.uk/	8 - 11	Students Only			admin@st-marys.lewisham.sch.uk
Lewisham Community Sports CIC	Prendergast Hilly fields College	SE4 1LE	745				Y	Y		Y	Y	Y	Y	Y	Y	Y		info@lewishamcommunitysports.com - static website	6 to 15	Flgiers and word of mouth	Yes	0208 4738416	simonpackardsports@yahoo.com

Organisation name	Delivery address (where the activity takes place)	Delivery Postcode	Distance from Ladywell Youth Village	Arts	Media	Uniform Groups	Educational & Life Skills	Dance and Drama	Computing & Technology	Environmental & Youth-Led, Social Action	Sports	Museums & Heritage	Employability	Music	Health & Well-being	LGBTQ	Volunteering & Other	Website address	Age range	How do people access your service? (drop in, referral etc.)	Do you charge Young People to access the provision?	Phone number	Email
Montage Theatre Arts	Prendergast Hilly fields College	SE4 1LE	745	Y	Y		Y	Y							Y				43160	Register by Phone	From £44	020 8692 7007	office@montagetheatre.com
Prendergast Hilly Fields College	Hilly Fields, Adelaide Avenue	SE4 1LE	745				Y				Y						Y	http://www.prendergast-school.com/	11 - 16	Students Only			admin@hillyfieldscollege.lewisham.sch.uk
Youth A.I.D Lewisham	17 Brownhill Road, Catford	SE6 2HG	860				Y						Y				Y	http://www.youthaid.org.uk/	16 - 25	Through website or facebook page	Unknown	020 8697 7435	admin@youthaid.org.uk
Lewisham Disability Coalition	2 Catford Broadway	SE6 4SP	873				Y								Y		Y	http://www.ldcadvise.co.uk/	All ages	Open access Thursdays 10am - 1pm, 2-4pm	Free	0208 314 1414	info@ldcadvise.co.uk
Catford Library	Catford Library, Laurence House, Catford SE6 4RU	SE6 4RU	897	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	www.lewisham.gov.uk/libraries	All ages	Drop in	No	0208 314 9113	libraries@lewisham.gov.uk
Lewisham Youth Theatre	The Broadway Theatre, Catford	SE6 4RU	897														Y	www.lewishamyouththeatre.com	16	Oppertunities are regularly listed on our website - can be referred or drop in.	NO	020 8690 3428	info@lewishamyouththeatre.com
Crofton Park Library	375 Brockley Rd, London	SE4 2AG	912	Y	Y		Y										Y	http://www.lewisham.gov.uk/myserices/libraries/branches/Pages/crofton-park-community-library-service.aspx	All ages	Call to book / Drop in	Free	020 8694 9373	libraries@lewisham.gov.uk
Be Totally You	38 Campshill Road Lewisham	SE13 6QT	942				Y						Y	Y				http://www.betotallyyou.co.uk/	16 - 24	Referral from JCP or Self referral	Free	020 8463 0598 07969 180 756	btjadmin@betotallyyou.co.uk Chikka
Volunteer Centre Lewisham	2nd Floor Showroom H E Olby 307-313 Lewisham High Street	SE13 6NW	1016									Y					Y	http://www.volunteercentrelewisham.org.uk/	16 - 25	Open access or referral	Free	020 8613 7113	kaj@volunteercentrelewisham.org.uk
Beecroft Garden Primary School	Beecroft Road, Brockley	SE4 2BS	1060				Y				Y						Y	http://www.beecroftgarden.lewisham.sch.uk/	8 - 11	Students Only	No		admin@beecroftgarden.lewisham.sch.uk
St Dunstans College	Stanstead Road	SE6 4TY	1066	Y			Y				Y							http://www.stdunstans.org.uk/	11 - 16	Students Only			info@sdmail.org.uk
Asian Family and Youth Link	c/o St Andrew's Centre Brockley Road	SE4 2SA	1071				Y							Y			Y		6 - 19	Drop-in	Free	020 8694 2459	saintandy@aol.com
Teachsport 2010 CIC	Prendergast Hilly fields College	SE4 1QA	1092				Y				Y	Y	Y	Y	Y			www.teachsport.org	All ages	Drop in	No	0208 659 5535	lauren.bloomfield@teachsport.org
Lewisham Library	199-201 Lewisham Library, Lewisham High Street	SE13 6LG	1105	Y	Y		Y											http://www.lewisham.gov.uk/myserices/libraries/branches/Pages/Lewisham-Library.aspx	8-10, 8-12	Open access	Free	020 8314 8430	lewishamlibrary@lewisham.gov.uk

Organisation name	Delivery address (where the activity takes place)	Delivery Postcode	Distance from Ladwell Youth Village	Arts	Media	Uniform Groups	Educational & Life Skills	Dance and Drama	Computing & Technology	Environmental & Youth-Led, Social Action	Sports	Museums & Heritage	Employability	Music	Health & Well-being	LGBTQ	Volunteering & Other	Website address	Age range	How do people access your service? (drop in, referral etc.)	Do you charge Young People to access the provision?	Phone number	Email		
Stillness Junior School	Brockley Rise	SE23 1NH	1138								Y		Y					www.stillnessjs.lewisham.sch.uk	8 - 11	Students Only	Yes		admin@stillnessjs.lewisham.sch.uk		
10th Lewisham Scout Group	St. Laurence's Community Centre, St. Laurence's Church, Bromley Road, Catford	SE6 2TS	1145			Y																			
L&Q	St. Laurence's Community Centre, St. Laurence's Church, Bromley Road, Catford	SE6 2TS	1145	Y			Y				Y							www.lqgroup.org.uk	0-18 years	Contact Provider	No	0844406 9000	Pnehar@lqgroup.org.uk		
UCKG Training Centre	1 Bromley Road Catford	SE6 2TS	1145				Y										Y		15 - 21	Open access	Free	0870 068 2000	vvg@uckg.org		
St Mary Magdalens Catholic Primary School	Howson Road	SE4 2BB	1151	Y	Y		Y	Y			Y		Y					http://www.st-marymagdalens.lewisham.sch.uk/	8 - 11	Students Only	Yes		info@st-marymagdalens.lewisham.sch.uk		
3rd Crofton Park Scout Group	St Hilda's Church, Brockley Road, Crofton Park	SE23 1PL	1182			Y																			
St Hildas Crofton Park/Crofton Park Community Link	St Hilda's Church, Brockley Road, Crofton Park	SE23 1PL	1182	Y	Y	Y	Y				Y		Y	Y				sainthildas.org	0-12	dont know		2086130033	frbates@croftonpark.com		
14th Lewisham South Scout Group	Holy Cross School, Culverley Road, Catford	SE6 2LD	1223			Y																			
Holy Cross Catholic Primary School	Culverley Road, Catford	SE6 2LD	1223									Y		Y			Y	http://www.holycross.lewisham.sch.uk/	8 - 11	Students Only	Yes		info@holycross.lewisham.sch.uk		
St Saviours Catholic Primary School	10 Bonfield Road	SE13 6AL	1235															http://www.stsaviours.lewisham.sch.uk/	8 - 11	Students Only				admin@stsaviours.lewisham.sch.uk	
25th Lewisham North Scout Group	Church Hall, St Swithun's Road	SE13 6RW	1249			Y																			
Teachsport 2010 CIC	Mountsfield Park	SE6 1AN	1287				Y				Y	Y	Y	Y	Y			www.teachsport.org	All ages	Drop in	No	0208 659 5535	lauren.bloomfield@teachsport.org		
Rushey Green Primary School	Culverley road, Catford, London	SE6 2LA	1302															http://webfronter.com/lewisham/RusheyGreenPrimary/	8 - 11	Students Only	Yes			info@rusheegreen.lewisham.sch.uk	
Brindishe Green Primary School	Beacon Road, Lewisham	SE13 6EH	1326					Y				Y						http://green.brindisheschools.org/page/default.asp?title=home&pid=1	8 - 11	Students Only	Yes			info@brindishegreen.lewisham.sch.uk	
Lewisham Music Hub	Prendergast - Vale College, Elmira Street	SE13 7BN	1328										Y					www.lewisham.gov.uk/rmyservices/education/schools/lewisham-music-hub	7 - 18	Open access	Free	020 8314 6454	music.hub@lewisham.gov.uk		
Prendergast Vale College	Elmira Street	SE13 7BN	1328	Y			Y	Y			Y		Y					http://www.prendergastvale.com/	11 - 16	Students Only	No			s.halm@prendergastvale.com	
Walk in Space Youth Club	St Saviour's Church Hall 5 Lowther Hill Brockley Rise	SE23 1PZ	1359	Y		Y								Y				http://www.stsavioursbrockleyrise.org/	7 - 14	Open access	Small cost	07753 776964	n/a		
Donor Oak Adventure Playground	Off Turnham Road	SE4 2JD	1378	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y									07580 777846	erdogan.nedjat@lewisham.gov.uk
Donor Oak Youth Club	50 Turnham Road, Brockley	SE4 2JD	1378	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y									07875 089213	terry.murphy@lewisham.gov.uk
In his Presence Ministry	50 Turnham Road, Brockley	SE4 2JD	1378											Y			Y	http://www.inhispresenceministry.com/	Any age	Open access	Free	07500 901659	youth@inhispresenceministry.com		

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Organisation name	Delivery address (where the activity takes place)	Delivery Postcode	Distance from Ladywell Youth Village	Arts	Media	Uniform Groups	Educational & Life Skills	Dance and Drama	Computing & Technology	Environmental & Youth-Led, Social Action	Sports	Museums & Heritage	Employability	Music	Health & Well-being	LGBTQ	Volunteering & Other	Website address	Age range	How do people access your service? (drop in, referral etc.)	Do you charge Young People to access the provision?	Phone number	Email
New Scout Group	50 Turnham Road, Brockley	SE4 2JD	1378			Y																	
Glass Mill Leisure Centre	Glass Mill leisure Centre, 41 Loampit Vale	SE13 7FT	1396								Y			Y				http://www.fusion-lifestyle.com/centres/Glass_Mill_L	All ages	Book online	varies	020 8463 9600	patrick.weller@fusion-lifestyle.com
Saxon Crown Swimming Club	Glass Mill leisure Centre, 41 Loampit Vale	SE13 7FT	1396								Y							http://www.saxoncrown.org.uk/	5+	Drop in Monday evening between 6 and 8pm	Varies	07951 958 577	membershipsecretary@saxoncrown.org.uk
Baseline Drop-In Service	39 Lewis Grove, Lewisham	SE13 6BG	1407				Y						Y	Y	Y	Y		http://www.lewisham.gov.uk/young-people/Pages/IBaseline-drop-in-service.aspx	13 - 24	Drop in	No	0208 314 8583	valarie.gonzalves@lewisham.gov.uk
Specialist 1:1 Youth Work Service	39 Lewis Grove, Lewisham	SE13 6BG	1407				Y						Y	Y	Y	Y		http://www.lewisham.gov.uk/young-people/Pages/Specialist-youth-work.aspx	13 - 24	Referral		0208 314 8583	valarie.gonzalves@lewisham.gov.uk

D R A

Activities near Rockbourne Youth club

Organisation name	Delivery address (where the activity takes place)	Delivery Postcode	Distance from Rockbourne Youth Club in Metres	Arts	Media	Uniform Groups	Educational & Life Skills	Dance and Drama	Computing & Technology	Environmental & Conservation	Youth-Led, Social Action	Sports	Museums & Heritage	Employability	Music	Health & Well-being	LGBTQ	Volunteering & Mentoring	Other	Website address	Age range	How do people access your service? (drop in, referral etc.)	Do you charge Young People to access the provision?	Phone number	Email
14th Forest Hill Brownies	William of York Primary School, Brockley Park	SE23 1PS	824			Y																			
St William of York Catholic School	Brockley Park	SE23 1PS	824																	http://www.swoy.lewisham.sch.uk/page/default.asp?title=Home&pid=1	8 - 11	Students Only			info@swoy.lewisham.sch.uk
12th Forest Hill Scout Group	66 St German's Road, Forest Hill	SE23 1RX	859			Y																			
Walk in Space Youth Club	St Saviour's Church Hall 5 Lowther Hill Brockley Rise	SE23 1PZ	875	Y			Y								Y					http://www.stsavioursbrockleyris.e.org/	7 - 14	Open access	Small cost	07753 776964	n/a
Eliot Bank Primary School	Thorpewood Avenue, Sydenham	SE26 4BU	930					Y		Y					Y					http://eliotbank.lewisham.sch.uk/	8 - 11	Students Only	Yes		info@eliotbank.lewisham.sch.uk
17th Forest Hill Scout Group	Church Hall, Vancouver Road, Forest Hill	SE23 2AG	984			Y																			
Sydenham Secondary School	Dartmouth Road	SE26 4RD	1015					Y			Y			Y				Y		http://www.sydenham.lewisham.sch.uk/contact-us	11 - 16	Students Only			info@sydenham.lewisham.sch.uk
Forest Hill School	Dacres Road	SE23 2XN	1074									Y								http://www.foresthillschool.co.uk/	11 - 16	Open to all (sports complex)			info@foresthill.lewisham.sch.uk
Forest Hill Sports Centre	Sports Hall, Forest Hill Secondary School, Brampton Road	SE23 2XN	1074									Y			Y					http://foresthillschool.co.uk/31/sports-centre	All ages	Call to purchase or book online	varies	020 8613 0913	shssc-team@fusionlifestyle.co.uk
L&Q	Sydenham Hill Estate	SE26 4NA	1145	Y			Y				Y									www.lqgroup.org.uk	0-18 years	Contact Provider	No	0844406 9000	Pnehar@lqgroup.org.uk
Stillness Junior School	Brockley Rise	SE23 1NH	1159								Y			Y						www.stillnessjs.lewisham.sch.uk	8 - 11	Students Only	Yes		admin@stillnessjs.lewisham.sch.uk
St Bartholomew's CE Primary School	The Peak, Sydenham	SE26 4LJ	1214	Y		Y	Y	Y			Y			Y						http://www.st-bartholomews.lewisham.sch.uk/	8 - 11	Students Only	No		info@st-bartholomews.lewisham.sch.uk
Rathfern Primary School	Rathfern Road	SE6 4NL	1250																	http://www.rathfern.lewisham.sch.uk/	8 - 11	Students Only			admin@rathfern.lewisham.sch.uk
Teachsport 2010 CIC	Mayow Park	SE26 4SS	1293				Y				Y	Y	Y	Y	Y	Y	Y			www.teachsport.org	All ages	Drop in	No	0208 659 5535	lauren.bloomfield@teachsport.org
King's Church, London Catford	King's Church, Catford Hill, Catford	SE6 4PS	1312												Y			Y		http://www.kingschurchlondon.org/	11 - 18	Phone or attend King's	Free	020 8690 4646	robert.kwami@kingschurchlondon.org
Kevin Grove Primary School	Kirkdale, Sydenham	SE26 6BB	1314	Y			Y	Y			Y								Y	http://www.kelvingrove.lewisham.sch.uk/	8 - 11	Students Only	Yes		admin@kelvingrove.lewisham.sch.uk
Lite-Waves Therapeutic Education	Kelvin Grove Primary School, Kelvin Grove, Sydenham	SE26 6BB	1314	Y	Y	Y	Y	Y			Y			Y	Y	Y	Y	Y		www.lite-wavescp.org	8 to 19	Drop in, referrals	No	07453517481	admin@lite-wavescp.org

Organisation name	Delivery address (where the activity takes place)	Delivery Postcode	Distance from Rockbourne Youth Club in Metres	Arts	Media	Uniform Groups	Educational & Life Skills	Dance and Drama	Computing & Technology	Environmental & Conservation	Youth-Lead, Social Action	Sports	Museums & Heritage	Employability	Music	Health & Well-being	LGBTQ	Volunteering & Mentoring	Other	Website address	Age range	How do people access your service? (drop in, referral etc.)	Do you charge Young People to access the provision?	Phone number	Email
Christ Church C of E Primary School	Perry Vale, Forest Hill	SE23 2NE	256									Y								http://www.christchurch.lewisham.sch.uk/	8 - 11	Students Only	No		admin@stgeorges.lewisham.sch.uk
Lite-Waves Therapeutic Education	Platform 1 Forest Hill Youth Project, Devonshire Road	SE23 3TJ	298	Y	Y		Y	Y		Y					Y	Y				www.lite-wavescp.org	8 to 19	Drop in, referrals	No	07453517481	admin@lite-wavescp.org
Doublejab Ltd	15 David's Road, London	SE23 3EP	321									Y				Y					5+	Call to book / Drop in	varies	020 8699 8903	info@doublejab.org
Dalmain Primary School	Brockley Rise	SE23 1AS	510					Y			Y				Y					http://www.dalmain.lewisham.sch.uk/	8 - 11	Students Only	Yes		info@dalmain.lewisham.sch.uk
Fairlawn Primary School	Honor Oak Road, Forest Hill	SE23 3SB	632	Y				Y	Y		Y									http://www.fairlawn.lewisham.sch.uk/	8 - 11	Students Only	Yes		info@fairlawn.lewisham.sch.uk
11th Forest Hill Scout Group	Scout Headquarters, Herschell Road, Forest Hill	SE23 1EG	642		Y																				
Perrymount Primary School	Sunderland Road, Forest Hill	SE23 2PX	654																	http://www.perrymount.lewisham.sch.uk/	8 - 11	Students Only			admin@perrymount.lewisham.sch.uk
9th Forest Hill Guides	Horniman Primary School, Horniman Drive, Forest Hill	SE23 3BP	661		Y																				
Horniman Primary School	Horniman Drive, Forest Hill	SE23 3BP	661					Y			Y			Y						http://hornimanprimary.com/	8 - 11	Students Only	Yes		admin@horniman.lewisham.sch.uk
Horniman Museum	100 London Road Forest Hill	SE23 3PQ	726	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y				Y		http://www.horniman.ac.uk/	13 - 19	Phone for more information, many activities Open access	Varies	020 8699 1872	communitylearning@horniman.ac.uk
Teachsport 2010 CIC	Hornimans Museum Park	SE23 3PQ	726				Y				Y		Y	Y	Y	Y				www.teachsport.org	All ages	Drop in	No	0208 659 5535	lauren.bloomfield@teachsport.org
Young Lewisham Project	124 Kilmore Road	SE23 2SR	759	Y		Y				Y		Y		Y						www.younglewisham.org.uk	11-14	Referral and drop in.	No	02082919771	dave@younglewisham.org.uk
Kilmore Primary School	Kilmore Road	SE23 2SP	815	Y			Y	Y	Y	Y				Y						http://www.kilmorieschool.co.uk/	8 - 11	Students Only	Yes		info@kilmore.lewisham.sch.uk
Forest Hill Library	Forest Hill Library, Dartmouth Road, London	SE23 3HZ	818	Y		Y	Y							Y	Y	Y				www.lewisham.gov.uk/my-services/libraries/branches/Pages/forest-hill-library.aspx	0-99	Mainly drop-in, with rare booked events	No	02083147653	paulo.pisani@lewisham.gov.uk
Fusion Lifestyle - Forest Hill Pools	Forest Hill Pools, Dartmouth Road, Forest Hill, London	SE23 3HZ	818								Y									fusion-lifestyle.com	all	drop in, referral, web site, bookings,	varies	02082918730	vicky.clifton@fusion-lifestyle.com
Holy Trinity C of E Primary School	Dartmouth Road, Forest Hill	SE23 3HZ	818								Y								Y	http://www.holytrinity.lewisham.sch.uk/	8 - 11	Students Only	No		info@holyltrinity.lewisham.sch.uk
In his Presence Ministry	50 Turnham Road, Brockley	SE4 2JD	1803												Y				Y	http://www.inhispresenceministry.com/	Any age	Open access	Free	07500 901659	youth@inhispresenceministry.com
New Scout Group	50 Turnham Road, Brockley	SE4 2JD	1803		Y																			07875	

Appendix 2: Current PVI providers funded or contracted by the Youth Service

Organisation Name	Project Name	Total contract value
1 Community Project (1CP)	1 Community Project (Youth Link)	£44,153.00
12th Lewisham South Scout Group	12th Lewisham South Scout Group	£1,795.00
12th South Deptford (St. Peter's) Brownie Guide Pack	12th South Deptford (St. Peter's) Brownie Guide Pack	£1,500.00
14th Lewisham South (Holy Cross) Scout Group	14th Lewisham South (Holy Cross) Scout Group	£2,503.00
32nd Deptford Scouts	Always Room For Another	£6,000.00
6th South Deptford Brownies	6th South Deptford Brownies	£650.00
BelEve UK	The BEAM Programme	£15,997.00
Bromley and Downham Youth Club	Youth Work Provision	£71,513.00
Carers Lewisham	Juniors Young Carers Respite Grove Park Half-Term Holiday Programme	£33,274.00
Elevating Success UK		£19,412.00
Greenwich & Lewisham Young People's Theatre	Lewisham Arts College	£52,466.00
Groundwork London	ECO-BIZ	£14,930.00
Heart n Soul	Do Your Own Thing with The Squidz Club	£40,000.00
Horniman Museum and Gardens	Horniman Youth Work Placements	£18,996.00
Lewisham District Scout Council	Lewisham Scouts	£62,400.00
Lewisham Youth Theatre	Free Youth Theatre for Lewisham	
Lewisham Youth Theatre	Young People aged 8 to 19	£7,505.00
Metro Centre Ltd	The Step-Up Project	£5,230.00
Millwall Community Trust	LiVE (and Zest)	£26,146.00
Playback Studio	Premier League Kicks Extra	£41,381.00
Pre-school Learning Alliance	The Creative Workshops	£18,995.00
Quaggy Development Trust	FYG (Fun for Young people at Goldsmiths)	£53,866.00
Reprezent	The Wash House Youth Project (WHYP)	£9,918.00
RLSB (Royal London Society for Blind People)	U Reprezent	£33,707.00
Snow-Camp	VIP Club	£22,434.00
SociaCapita Solutions CIC	Snow-Camp	£20,000.00
Spread the Word	The Ignite Project	£34,789.00
Sydenham Independent Scout Group	LiP (Lewisham in Poetry)	£17,574.00
The Albany	Weekly Meeting & Adventurous Activities for Young Independent Scouts	£5,200.00
	Albany Uncover Summer Arts Programme	£63,108.00

The Midi Music Company	Beatz Family	£14,688.00
The Woodcraft Folk	Group Night and October Camp	£1,500.00
Triple Helix Training	Lee Green Youth Club	£44,810.00
Working With Men	Lewisham NEET Young Fathers	£71,474.00
Young Lewisham Project	Art and Edible Garden Project	£7,656.00
Young Lewisham Project	Bicycle Maintenance Workshop	£8,421.00

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Appendix 3: Equalities Analysis Assessment

Equalities Impact Assessment

1. Introduction

- 1.1. This Equality Analysis Assessment (EAA) has been undertaken to identify whether budget proposals for the Youth Service will have an adverse impact on Lewisham's young people and other affected groups with protected characteristics². The proposals seek to reshape the Youth Service in response to savings requirements.
- 1.2. The EAA will contribute towards considering a service which is as responsive to young people's needs as possible given budgetary constraints, and which ensures equality of access to provision. Actions are proposed to minimise any negative impact on affected stakeholders as a result of the proposals.

2. Background

- 2.1. The Council has already reduced its revenue budget by £83m since May 2010. However, the estimate is that the Council will need to save another £95m by the close of 2017/18. Savings will be required across the Children and Young People's Directorate and the Council as a whole. In order to achieve this, the Youth Service must contribute towards the savings whilst maintaining a youth offer which is focused on those in need.
- 2.2. The proposals are expected to enable continued compliance with the following statutory duties for local authorities in relation to the provision of youth services:
 - Department of Education statutory duty and guidance, June 2012
 - *With the right supportive relationships, strong ambitions and good opportunities all young people can realise their potential and be positive and active members of society. Most get these from and through their families and friends, their school or college and their wider community enabling them to do well and to prepare for adult life. All young people benefit from additional opportunities and support, but some young people and their families, particularly the most disadvantaged and vulnerable, need specific additional and early help to address their challenges and realise their potential.*

² Protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership (only in respect of eliminating unlawful discrimination)

- *It is therefore local authorities' duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being. This includes youth work and other services and activities that:*
 - a. *Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives;*
 - b. *Offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust;*
 - c. *Support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination;*
 - d. *Improve young people's physical and mental health and emotional well-being;*
 - e. *Help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training; and*
 - f. *Raise young people's aspirations, build their resilience, and inform their decisions – and thereby reduce teenage pregnancy, risky behaviours such as substance misuse, and involvement in crime and anti-social behaviour.*

The Council retains statutory duties relating to tracking and monitoring young people's participation in education. These duties are fulfilled by the Youth Service.

Department of Education statutory duty and guidance, March 2013

- Local authorities must collect information to identify young people who are not participating, or who are at risk of not doing so, to target their resources on those who need them most. The information collected must be in the format specified in the Client Caseload Information System (CCIS) Management Information Requirement
- Local authorities should be aware that all young people aged 16 (from 2013) and 17 (from 2015) will be under a duty to participate and authorities should be doing all they can to support them to meet that. The Client Caseload Information System will function as the main source of evidence that local authorities are discharging their duty under section 12 of the Employment and Support Allowance Regulations 2008.

3. General context: Local demographics

- 3.1. Lewisham is the second largest inner London borough and, in 2011, was home to approximately 274,900 people (GLA population estimates), which is set to grow by around 11,000 by 2015. Lewisham has a slightly younger age profile than the rest of the UK; children and young people aged 0-19 years make up 24.5% of residents, compared to 22.4% for inner London and 23.8% nationally.
- 3.2. Births in Lewisham increased by 34% between 2000/01 and 2009/10 and are expected to continue to increase at a similar rate for the next 5 years. Lewisham has 38,805 pupils within its 90 schools.
- 3.3. Whilst 40% of our residents are from black and minority ethnic backgrounds, this rises to 77.3% within our school population, where over 172 different languages are spoken by our pupils.
- 3.4. Deprivation is increasing in Lewisham relative to other local authorities. The 2010 Index of Multiple Deprivation ranked Lewisham 31st out of 354 local authorities in England compared to a rank of 39 in 2007. On the specific indicator of income deprivation affecting children, 35 (out of 166) of Lewisham's super output areas are in the 10% most deprived in the country, and 85 (over half) are in the 20% most deprived in the country. It is estimated that 20,355 children (ages 0-18) live in poverty in Lewisham.
- 3.5. In terms of our young people population, Lewisham's biggest challenge is ensuring they have high aspirations and fulfill their potential. Lewisham continues to make good progress in reducing the number of young people who are NEET, with June, 2014 figures showing 4.2% of our 16-19 year olds as NEET against a London average of 4.1%. Lewisham's 'unknown' NEET figure remains a challenging issue. As of June, 2014, number (6.7%) young people's statuses were unknown in relation to education, employment or training. This is higher than the London average for unknowns at 6.5%.
- 3.6. According to the January 2012 Census Data from schools, the numbers of young people with special educational needs in Lewisham is as follows:

Years	Male			Female		
	Schools action/ early	School action plus	Statement	School action/ early	School action plus	Statement
10-14	351	248	199	260	125	85
3-14	1720	1714	727	1089	659	258

4. Current Provision

- 4.1. The Service offers a mixed economy of Council-run provision and 37 commissioned activities from 35 private and voluntary (PVI) sector providers. This includes youth centres, adventure playgrounds (APGs), targeted holistic one-to-one support and IAG for young people with vulnerabilities, sex and relationship education and support around teenage pregnancy support for young people who are not in education, employment or training (NEET) and a range of positive activities.
- 4.2. All settings operate as a 'front door' to targeted support, forming a core part of Lewisham's early intervention and NEET reduction strategies. The overall aim of these strategies is to prevent escalation of need and ensure that young people achieve the best possible outcomes in life.
- 4.3. The targeted elements of the Service support young people who present with multiple vulnerabilities, with a focus on those who are NEET, or at risk of becoming NEET. Other targeted vulnerabilities include:
- Risk of teenage pregnancy
 - Risk of offending or recidivism
 - Risk of becoming looked after or homeless
 - Risk of misusing substances
 - Risk of future or current poor health
- 4.4. The service works in partnership with other services across the Children's Partnership. This includes other targeted and specialist services such as Children's Social Care, the youth offending service, SHIP, local housing providers, Health Visitors, CAMHS, other NEET provision and Job Centre Plus, as well as universal services including schools and colleges, the police and community safety, and GPs.
- 4.5. As part of the restructure which began in October 2013 the Service is in the process of revamping its data systems. Previous to the restructure reporting was inconsistent and the database flawed, resulting in inaccurate reports. It is expected that this will be fully rectified by the end of quarter 2 this year as per the restructure plans. In order to consider impact of these current proposals we are therefore only able to use best estimates based on the partially embedded new system and figures through July.
- 4.6. May to July figures for 2014/15 show that just over 4,000 individual young people accessed Youth Service provision, including commissioned services running during this period (this excludes the MNP and specialist 1:1 services). Based on an estimated 8 to 19 population of 37,048 young people, the Service has a reach (i.e. young people attending at least once) of at least 4,000 or 16% of the population. Of these c.2,000 are considered 'Participants' (i.e. have attended 3 or more times during this period) representing 8% of the total population, a retention rate of 50%. It is expected that these

numbers will increase once summer attendances are reported and all commissioned provision is running. Unfortunately due to the poor quality of data from previous years it is not feasible or useful to offer comparison. Moreover, since this is not nationally collected data we are also unable to benchmark against other local authorities.

4.7. The current structure contains 60.7 FTE (89 people);

	Current	New	Difference
Full time equivalents (FTEs)	60.7	50.2	10.5
People	89	approx 66	Approx 23

4.8. The breakdown of current staff in post according to protected characteristics is as follows:

Equalities group		No. of staff	Full time	Part time
Total		89	34	55
Age	16-20	1	0	1
	21-25	20	3	16
	26-30	9	3	7
	31-35	17	10	7
	36-40	6	5	1
	41-45	8	0	8
	46-50	6	3	3
	51-55	7	4	3
	55+	5	4	1
	New appointments	10	0	10
Race	Asian Bangladeshi	3	1	2
	Asian Indian	1	1	0
	Black African	2	1	1
	Black Caribbean	38	11	27
	Black Other	8	2	6
	Mixed Other	6	3	3
	Not known	10	0	10
	Other Ethnic Group	1	0	1
	Vietnamese	0	0	0
	White British/Eng/Welsh/Scot/N.Irish	14	10	4
	White Irish	1	1	0
	White Other	4	3	1
	White Turkish / Turkish Cypriot	1	1	0
Sex	Male	40	13	27

	Female	49	21	28
Disability	Disability	5	3	2
	No disability	84	31	53

5. Potential Impact: Option 1

On young people

- 5.1. The impact of these proposals on young people is expected to be negative, as a result of decreased direct funding and, consequently, less provision and less reach.
- 5.2. The proposals entail the withdrawal of funding from two Service-run youth centres, as well as a reduction to commissioning, line management and business support capabilities. It is expected that provision would continue in all areas of the Borough, though to a lesser extent than before. Provision would continue to be provided directly by Lewisham staff and within year one by providers commissioned by Lewisham. If the service then becomes an ELM commissioning of any other provision would likely cease.
- 5.3. Given the need to make savings and the resultant leaner staffing structure, it is not believed that the Service would be as responsive to the needs of young people as it is currently. However, the Service would continue to open up opportunities available to young people in Lewisham and London. Furthermore, as noted, PVI providers could continue to access funding opportunities that are not open to local authorities in order to generate additional funds, which could bolster youth provision.
- 5.4. Young people would continue to have a big say in how resources are allocated by feeding back what they need and want from youth provision, helping the council and providers to find services and activities that meet those needs.
- 5.5. A budget reduction equivalent to the removal of 175 hours support youth work and 87.5 senior youth worker hours will result in an end to street based capacity and the removal of direct Youth Service provision in 2 youth clubs. Vacancies in the current staffing structure already inhibit the street-based capacity from operating fully. The remaining Service will have capacity to deliver 5 youth clubs with direct youth service provision from at least 3 youth work staff at each session for 5 nights per week for 3 hours per session. Based on best practice ratios this would allow an open youth club to continue to cater to a maximum 45 young people per night. Although, these numbers would greatly alter depending on the age and needs of the young people and the activities being undertaken. Additional numbers could be enabled via the successful use of an adult volunteer strategy, something the current Service is developing and could be continued through to an ELM. There is no proposed change to APG capacity, which will retain 5 sites operating an average of 24.5 hours per week over 4 nights and Saturdays with 1 senior and 2 support youth workers at each site.

On staff

- 5.6. The proposed new structure contains 46.2 FTE (approximately 66 people). This equates to an estimated reduction of 10.5 FTE's or 23 people. The exact breakdown of people and the effect against protected characteristics is not possible to calculate due to the high number of very part time support youth worker contracts and the inability to know the make up of contracts within the altered number of FTE posts.
- 5.7. The proposals would retain alignment with the Council's Single Status Agreement and youth work type roles would be evaluated under the GLPC Scheme and all new posts would continue to be offered on NJC Terms & Conditions (Green Book).
- 5.8. The Youth Service management team and HR are committed to providing support for staff affected by the proposals. The support available will include advice on how to get shortlisted and improve interview skills. Employees will also be able to access additional resources on the corporate intranet, for example, FAQs. In addition, staff have been advised that they can speak to their line managers or HR representatives around individual issues.

6. Potential Impact: Option 2 – achieve savings of £3.16 by reducing Service to statutory service only model

On young people

- 6.1. This proposal is expected to have a highly negative impact on young people in the Borough. With its current structure the Service estimates a quarterly reach (see 9.6 above) of around 4,000 young people via both direct and commissioned provision. The Service would no longer be able to reach any young people, either directly or via commissioned provision; although the Service would still facilitate access to provision offered by other providers.

On Staff

- 6.2. Only 4 FTE posts with responsibility for ensuring a statutory duty would be retained, resulting in a loss of 52.6 FTE. Due to the level of reduction, this does not render negative implications for any one particular protected characteristic. The maximum redundancy cost to the Council is estimated at £496k.

On the Service

6.3. The Service would only be able to carry out two functions – NEET Tracking and facilitating access to youth provision in the Borough. All other existing functions would end, including: commissioning, business support, partnership work, direct youth provision.

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7. Action plan: option 1

Issue	Action	Group affected	Owner	Timescale
Equality of access	Ensure all remaining youth provision is accessible for all young people. This includes DDA compliance. Provision should be welcoming for all young people regardless of ethnic background, disability, sexual orientation and/or faith. Ensure this is built into planning for an ELM.	All	Youth Services, Commissioners	Ongoing but with regards to commissioning timescales for commissioned services (April 2015 to September 2015)
Young people with disabilities	Ensure that youth centres and activities are accessible for young people with disabilities. Ensure this is built into planning for an ELM.	Disability	Youth Services, Commissioners, commissioned services	Ongoing but with regards to commissioning timescales for commissioned services (April 2015 to September 2015)
Communication	Continue to develop and maintain effective communication portals which enable young people to find out easily about youth provision, using social media and other online methods, as well as through schools, colleges and other local organisations. Information must be current, relevant, comprehensive and appealing to young people. There must also be effective communication between the Youth Service, other Council services that support young people and PVI providers to ensure that all	All	Youth Services, Comms team	Ongoing

	partners are aware of the full range of support available to young people and are able to signpost where relevant.			
Young people's	Ensure the continued and meaningful engagement of young people in designing, delivering and evaluating youth provision to ensure it is relevant, appealing and meets their changing needs. Ensure this is built into planning for an ELM.	Young people	Youth Services, commissioned services	Ongoing
Safety	Ensure that all young people are able to access youth provision safely and confidently, with clear risk assessments undertaken for activities as required to ensure safe access. Ensure this is built into planning for an ELM.	All	Youth Services, Commissioners, commissioned services	Ongoing
Staff recruitment, redundancy and	Ensure a fair and transparent recruitment process for staff with due regard to protected characteristics and issues of diversity and equality. Ensure HR procedures are followed correctly and consistently across the service with regard to recruitment, redundancy and redeployment, in line with the Council's Management of Change Guidelines. Ensure this is built into planning for an ELM.	Staff, young people	HR, Youth Services	April 2015 onwards
Support for staff affected by the	Ensure that there is support available for staff affected by the proposals, including advice on how to get shortlisted and improve interview skills. In addition to courses available, additional resources must be made available on the corporate intranet, with staff made aware how they access these. Line managers and HR representatives must make themselves available to discuss individual issues with staff.	Staff	HR, Youth Services	November 2014 to April 2015
Commissioning process	Ensure a fair and transparent commissioning and decommissioning process, which ensures services are prioritised to known community needs, values the experience and knowledge of local community groups in delivering youth provision, in addition to measures which ensure continuity and equity of service. Provide clear guidance for providers on the implementation of Lewisham or own policies with regards to equality	PVI providers	Youth Services, Commissioners, Procurement	November 2014 – April 2015

	and diversity issues, and in relation to ensuring equality of access, including confidentiality, safeguarding, safer recruitment, risk etc.			
Transition plan	3 Develop and implement a robust transition plan for implementation of the changes proposed to ensure continuity of service for young people and a smooth transition to the new service model for staff and PVI organisations impacted by the proposals.	All	Youth Services, Commissioners	November 2014 – full handover of mutual c. 2019
Volunteer strategy	Develop and implement a robust adult volunteer strategy in order to mitigate the loss of youth work hours across remaining centres.	Staff & community members	Youth Services, Commissioners	November 2014 – ongoing

Action plan: option 2

Issue	Action	Group affected	Owner	Timescale
Communication	Continue to develop and maintain effective communication portals which enable young people to find out easily about youth provision, using social media and other online methods, as well as through schools, colleges and other local organisations. Information must be current, relevant, comprehensive and appealing to young people. There must also be effective communication between the Youth Service, other Council services that support young people and PVI providers to ensure that all partners are aware of the full range of support available to young people and are able to signpost where relevant.	All	Youth Services, Comms team	Ongoing

Young people's involvement	Ensure the continued engagement of young people on how information is presented, relevant, appealing and meets their changing needs. Ensure similar engagement to allow successful NEET tracking.	Young people	Youth Services	Ongoing
Safety	Ensure that all young people are able to access information about remaining non council provided youth provision.	All	Youth Services,	Ongoing
Staff recruitment, redundancy and redeployment	Ensure a fair and transparent recruitment process for staff with due regard to protected characteristics and issues of diversity and equality. Ensure HR procedures are followed correctly and consistently across the service with regard to recruitment, redundancy and redeployment, in line with the Council's Management of Change Guidelines. Ensure this is built into planning for an ELM.	Staff, young people	HR, Youth Services	April 2015 onwards
Support for staff affected by the proposals	Ensure that there is support available for staff affected by the proposals. In addition to courses available, additional resources must be made available on the corporate intranet, with staff made aware how they access these. HR representatives must make themselves available to discuss individual issues with staff.	Staff	HR	November 2014 to April 2015
Commissioning process	Ensure a fair and transparent decommissioning process. Provide clear guidance for providers on the implementation of Lewisham or own policies with regards to equality and diversity issues, and in relation to ensuring equality of access, including confidentiality, safeguarding, safer recruitment, risk etc.	PVI providers	Youth Services, Commissioners, Procurement	November 2014 – April 2015
Transition plan	4 Develop and implement a robust transition plan for implementation of the changes proposed to ensure support for staff, young people and PVI organisations impacted by the proposals.	All	Youth Services, Commissioners	November 2014 – April 2015

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Appendix 4: Map of current provision

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