



# Service Review Brief

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## Services for Young People

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BRENT EXCELLENCE SUPPORT (B.E.S.) TEAM  
Version 1.0

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**Amendment History**

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1.0	<ul style="list-style-type: none"> <li>Brent Sports &amp; Leisure included as key stakeholders</li> <li>Voluntary and Community Sector included as key stakeholder</li> <li>Efficiency target added</li> </ul>	28/09/09

**Distribution**

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Rik Boxer	Karin McDougall	16/09/09
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High Level Review Meeting	Karin McDougall	28/09/09

**Authorisations**

<b>Version</b>	<b>Authorisations</b>	<b>Signature/Email Confirmation</b>	<b>Date</b>
1.0	High Level Review Meeting	Confirmation as per minutes of HLRM	28/09/09

## SERVICE REVIEW BRIEF

<b>Service under review:</b>	<b>Youth Service and Services for Young People</b>	<b>Review team leader:</b>	Elizabeth Adare
<b>Date:</b>	<b>15/09/09</b>	<b>Stage:</b>	Scoping

### 1. INTRODUCTION

- The purpose of this document is to:
  - define the scope of the service review
  - set out a vision for success
  - identify the team members who should be involved at each stage of the work
  - set up the strategic governance and direction for the review
- Clearly defining the objectives, processes and resources required will allow the review team to:
  - commit to delivering specific outcomes
  - prevent the review from growing beyond its original scope and becoming unmanageable
  - maintain a clear understanding of its missions and objectives throughout the review
  - communicate key information about the review to others in the organisation

#### 1. Problem and Opportunity Statement

- *Why has this service been selected for review?*

**This review has an efficiency target of £200,000.00 set against it.**

Brent is a very 'young' borough with just over a quarter of residents aged under 19, and 'young people' constitute one of the political administration's key priorities. The need for more activities and improved facilities for young people is frequently cited as an issue during neighborhood and locality consultative meetings across the borough. Providing more positive activities for young people has therefore been cited as a high priority to address by Members.

The Corporate Strategy 2006-10 sets out a number of priorities linked to provision and services for young people including:

- Increasing sports opportunities and participation across the borough.
- Creating the conditions in which children and young people thrive.
- Support for young people and teenagers.

This review will contribute in particular to the Children and Young People's Plan (CYPP) priority *ensuring access to the very best opportunities in and out of school*

The Council is investing in developing sports facilities and positive activities for young people to address these issues. The 2008 'TellUs' Survey of children in schools actually indicates that they generally rate youth service provision more highly than the national average. However, concerns among members, officers and residents are that there is still insufficient provision. Scoping meetings have raised issues on the lack of safe public spaces where young people can socialize, while an audit of leisure facilities carried out by the Sports Team raised concerns about the availability and quality of leisure provision.

The Council cannot meet all expressed demands for youth service provision, therefore the review will help to

inform choices on core services to focus on.

Success of the service will be measured in a number of ways including the National Indicator 110 *Young people's participation in positive activities*, however the review will seek to establish other indicators by which success can be measured against.

- This review is an opportunity to evaluate the **Youth Service** but also more broadly **Services to Young People** and to potentially reconfigure provision so that service delivery reflects a 'tiered model' of need (Level 1 to 3 of need as outlined in the CYPP) or other 'models' of provision. The review will also concentrate on helping ensure services are targeted where appropriate and enabling the more vulnerable or disadvantaged cohorts to access youth service provision. It will look at areas of high priority where spend may need to be more focused against lower value activities.

There is a high level of educational attainment and aspiration among young people in the Brent. The review will also look at ways of maximizing recognition of young people's achievements and talents, and promoting more positive images.

The review will investigate the issue of non service users with a view to developing a range of options attractive to non-users and expanding take-up of universal youth services more broadly. The review will also look at ways of communicating effectively with Young People taking forward the work of the Youth Strategy Group.

- *Describe any specific areas for improvement:*

The final reports of the Youth Strategy Group highlighted a number of areas for improvement :

- *Strategic Coordination of cross council services aimed at young people* – The Youth Strategy Group, (a Member group set up to help develop a scope) concluded that cross council coordination of the youth offer is ineffective and not always strategic. While positive individual working relationships exist between officers, service delivery is frequently in silos. Intelligence and knowledge about young people is not shared effectively, and activities and projects for young people are prioritised and funded by different council services in an ad hoc and disjointed way. There is concern this lack of coordination may be leading to duplication and inefficient use of resources. Scope exists to improve the coordination of council youth service provision both at a strategic level and operational level of project and programme development.
- *Commissioning voluntary sector partners* – it appears there is insufficient accountability and management in relation to voluntary and community sector partners delivering on behalf of the Youth Service and other Council service areas. Clear and rigorous frameworks for awarding funding and monitoring achievement of outcomes should be in place, to ensure the council is obtaining value for money and achieving the outcomes required. A more strategic approach to commissioning services for young people from the voluntary and community sector is needed. Current arrangements for commissioning services do not appear to reflect the priorities set out in the Children and Young People Plan (CYPP).
- *Performance against targets* – The review will revisit the performance of the Youth Service in light of recommendations by the Youth Strategy Group to capture outcomes effectively and to improve achievement of performance targets.
- The need for *sustainable funding* which reduces the Youth Services reliance on short-term funding. This could impinge on the Youth Services ability to plan and develop services in response to the Council's strategic priorities for young people.
- *Sustaining joint partnership projects and approaches such as the Safety of young people on public and school transport* – safety of young people is a concern that has been raised by young people. Projects have been piloted in the past to address this issue, such as youth workers travelling with children on buses to and from John Kelly Boys' School. However, there have been difficulties in capitalising on the benefits and lessons and sustaining these partnership projects.

## 2. VISIONING STATEMENT

■ *What would this service have to look like to be considered 'excellent'?*

The vision of the service in future is of a youth service and broader youth service provision closely aligned to the tiered model of needs set out in the CYPP. The Council and its partners will provide a continuum of support to address all levels of need:

Universal or Level 1: for all young people irrespective of their starting points.

Targeted or Level 2: for young people identified as vulnerable or with additional needs. (Early Intervention Locality Teams are being set up to address Level 2 Needs and risks in various ways)

Specialist or Level 3: for young people with severe or complex concerns requiring a specialist/statutory response.

The future service and model of provision should be based on a clear analysis of whether (and if so which) core services would be best delivered by the Council and services that would be more effectively delivered through the third sector.

The service will be capable of responding to changing needs and expectations of young people.

It is anticipated that the future "youth offer" will give a minimum entitlement of provision for all young people in the borough.

Youth provision will reflect a more effective and tailored approach by assessing needs of different age groups of young people and recognise the diversity of needs and preferences that different age cohorts of young people are likely to have.

■ What will the review deliver?

<b>Output</b> What will be the tangible output(s) of the review?	<b>Effect</b> What effect are the outputs expected to have on performance?
An Improvement Plan	<ul style="list-style-type: none"> <li>Realistic planning of resources and activities to achieve the desired vision of youth provision.</li> </ul>
Map key funding streams and spending programmes for young people across the Council	<ul style="list-style-type: none"> <li>Pooled and aligned funding streams enabling greater scales of economy and improved value for money in procuring or commissioning services for young people.</li> </ul>
Proposals for strengthening integrated decision making and strategic commissioning arrangements	<ul style="list-style-type: none"> <li>A coherent strategic approach driven by the CYPP priorities and needs assessment.</li> <li>Locality-based joint commissioning processes.</li> <li>More effective allocation of resources between partners</li> <li>Improved targeting of needs.</li> </ul>
Clear and detailed management information and performance data	<ul style="list-style-type: none"> <li>Evidence-based service delivery.</li> <li>Outcomes and impacts of projects and programmes are more transparent and clearly evaluated.</li> <li>Improved allocation of resources to most productive uses and areas of needs including the <b>Positive Activities for Young People Area-Based Grant</b>.</li> </ul>
Comprehensive and well publicised youth offer effectively communicated	<ul style="list-style-type: none"> <li>Greater choice for young people and better awareness of services offered</li> <li>Increased satisfaction with youth provision</li> <li>Reduced complaints about lack of youth provision</li> </ul>
Review of YS functions, capacity and operations	<ul style="list-style-type: none"> <li>Improved performance against national and local indicators.</li> <li>Improved capacity to deliver objectives</li> <li>The output will feed into the planned restructure of</li> </ul>

	<p>the Youth Service Team.</p> <ul style="list-style-type: none"><li>• Reconfigured youth services aligned to tiered model of service delivery.</li><li>• Improved awareness of the role, purpose and activities carried out by youth services and improved coordination with other service areas in planning and delivering youth provision and facilities.</li><li>• Availability of Facilities and infrastructure</li><li>• Improved efficiency (Target of £200,000.00)</li></ul>
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### 3. SERVICE SCOPE

- What are the start and end points of the review?

<b>Starting point</b> What are the first steps?	<b>End point</b> When will the review be considered complete?
<ul style="list-style-type: none"> <li>• Develop an agreed service review brief</li> <li>• Service review brief (scope) signed off by Service Area and High level Review meeting.</li> <li>• The review will have 3 strands. These strands will form the framework for analysis and improvement planning:                             <ul style="list-style-type: none"> <li>○ The offer by and work of the Youth Service Team.</li> <li>○ Youth Offer by other services delivered by the Council and in partnership.</li> <li>○ Services commissioned from the voluntary sector and other sources.</li> </ul> </li> <li>• The review will investigate and report on progress with the Council/partnership website for young people.</li> </ul>	<ul style="list-style-type: none"> <li>• The service review recommendations will influence the allocation and distribution of the Positive Activities for Young People Area- based grant.</li> <li>• Assessment of whether we have the right provision in the right places concluded.</li> <li>• Options for alternative models of service provision recommended and agreed based on benchmarking and resource constraints.</li> <li>• Improvements projects identified, approved and commenced within service.</li> </ul>

- What interfaces with other services need to be considered?

<b>Interfaces</b>
<p>The scope of review will extend beyond looking at the Youth Service. It will also examine the interrelationships between different parts of the Council that have a significant remit for services to young people. This is important because strategic and operational coordination of the youth offer is viewed as often being fragmented and disjointed. The review will drive a 'One-Council' approach in ensuring the youth offer being delivered by services and their partners is consistent and aligned to the principles and priorities set out in the CYPP. The review will involve the following service areas:</p> <ul style="list-style-type: none"> <li>• Culture services including                             <ul style="list-style-type: none"> <li>○ Sports Service</li> <li>○ Libraries and Arts</li> <li>○ Parks</li> </ul> </li> <li>• Extended Services</li> <li>• Neighbourhood Working Team</li> <li>• The Community Safety Team</li> <li>• The Voluntary and Community Sector Grants Team.</li> </ul> <p>The review forms part of the Council's <b>One Council Transformation Programme</b>. It contributes to the following four savings strands: <b>service transformation/reviews, better commissioning &amp; contract management, stopping lower priority activities, and independent review of structure and staffing.</b></p> <p>There is a strong relationship between lack of provision of services and positive activities for young people and anti-social behavior and criminal activity by young people. Several interventions which are being implemented by</p>



the borough's Crime and Disorder Partnership are aimed at providing young people with alternatives and diversionary activities aimed at reducing rates of crime and ASB by young people. In addition a specific review focusing on young people and more violent forms of crime will be developed by the Council's Community Safety Team. The outcomes of this Young People Review will closely inform the scope and objectives of the young people and violent crime study.

- What is in scope and out of scope?

In scope	Out of scope
<ul style="list-style-type: none"> <li>• The Youth Service's contribution to Every Child Matters outcomes, in particular:                             <ul style="list-style-type: none"> <li>▪ Enjoying and Achieving,</li> <li>▪ Making a Positive Contribution</li> </ul> </li> <li>• Assessment of implementation of recommendations from previous and current reviews, inspections and improvement initiatives</li> <li>• Review of demand from young people and satisfaction with the Youth Offer</li> <li>• Assess how effective coordination of the Youth Offer is across service areas</li> <li>• The primary focus is Young people aged 13-19 years.</li> <li>• The review will focus primarily on services available to all young people outside of the formal education curriculum ("universal" services)</li> <li>• The effectiveness and outcomes of services provided to young people by the council and partners, as well as the range and capacity of these.</li> <li>• Website dedicated to young people. - The service review will investigate progress of actions to communicate with young people using new technology.</li> <li>• Benchmarking exercise into alternative models of service provision.</li> <li>• Recommendations/results of the National Youth Agency accreditation exercise.</li> </ul>	<ul style="list-style-type: none"> <li>• The Connexions Service.</li> <li>• The Youth Offending Team</li> </ul>

#### 4. STAKEHOLDERS AND COMMUNICATIONS

- Which key stakeholders need to be consulted and informed?

Stakeholder	Description of relationship and why it is important
Service area staff	<ul style="list-style-type: none"> <li>• Service area staff will have to deliver improvements and efficiencies.</li> </ul>

	<ul style="list-style-type: none"> <li>Staff will need to be kept informed of any changes that may affect their job roles and responsibilities</li> </ul>
High level Review Meeting	<ul style="list-style-type: none"> <li>High level governance</li> <li>Will need to sign off major outputs</li> </ul>
Project Board	<ul style="list-style-type: none"> <li>Day to day project governance</li> <li>Preview and approve project outputs</li> </ul>
Members	<ul style="list-style-type: none"> <li>The Children and Family Overview and Scrutiny group have asked for a progress update on the review</li> </ul>
Brent Youth Parliament	<ul style="list-style-type: none"> <li>Service users</li> <li>Recommendation from Youth Strategy Group</li> <li>Meaningful representation of young people should be incorporated into the review process where possible.</li> </ul>
Voluntary Sector Grants Team	<ul style="list-style-type: none"> <li>Ensure alignment of funding priorities</li> </ul>
Extended Services	<ul style="list-style-type: none"> <li>Locality Partnership Boards are envisaged to be the primary focal point for decision-making and priority-settings in the five localities</li> </ul>
Brent Youth Matters	<ul style="list-style-type: none"> <li>Service users</li> <li>Meaningful representation of young people should be incorporated into the review process where possible</li> </ul>
NDC South Kilburn and Stonebridge Housing Trust	<ul style="list-style-type: none"> <li>Significant providers of youth services and facilities</li> </ul>
Voluntary and Community Sector	<ul style="list-style-type: none"> <li>Significant providers of youth services and facilities</li> <li>Key partners of Council in commissioning process</li> </ul>
Brent Sports and Leisure Service	<ul style="list-style-type: none"> <li>Significant providers of youth services and facilities</li> </ul>

- What format should be used for communications with stakeholders and how frequently should updates be issued?

Format	Frequency
<u>Internal Communications</u> <ul style="list-style-type: none"> <li>Flash report to HLRM</li> <li>Project Board Meetings</li> <li>Report to Overview and Scrutiny Group</li> <li>Articles in staff newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Bi Monthly or on request</li> <li>Monthly</li> <li>In October and at end of key decision stages</li> <li>2-3 times</li> </ul>
<u>External Communications</u> <ul style="list-style-type: none"> <li>A report presenting the outcomes of the review will be presented to the Children's Partnership Board.</li> <li>Presentation to the Youth Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Once</li> <li>Once (on options)</li> </ul>

## 5. REVIEW PLAN AND MILESTONES

- When will the review be complete?

<b>Expected date:</b>	It is estimated the Service Review will take a maximum of five months to complete. The estimated completion date for HLRM signing off the improvement blueprint is <b>January 2010</b> .
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- What are the major milestones?

Milestone	Date	Comment
<ul style="list-style-type: none"> <li>HLRM Signs off scoping Brief</li> </ul>	28 September 2009	
<ul style="list-style-type: none"> <li>Initial outputs from the "Analyse" stage of service review presented to HLRM</li> </ul>	November 2009	
<ul style="list-style-type: none"> <li>Detailed business cases and improvement blueprints presented to HLRM</li> </ul>	January 2010	

## 6. RESOURCE REQUIREMENTS

- Who are the team members?

Team member	Title / Service area	Role in team	Time required
Elizabeth Adare	<ul style="list-style-type: none"> <li>Head of Youth Services</li> </ul>	<ul style="list-style-type: none"> <li>Functional Manager</li> <li>Accountable officer</li> </ul>	1.5 days/month (on average)
Fazlul Haque,	<ul style="list-style-type: none"> <li>Quality assurance &amp; curriculum devt. officer</li> </ul>	<ul style="list-style-type: none"> <li>Responsible officer</li> </ul>	1 day/month each
Tajinder Nijjar	<ul style="list-style-type: none"> <li>Head of Extended Services</li> </ul>	<ul style="list-style-type: none"> <li>Responsible officer</li> </ul>	0.5 days/month
Karin McDougall	<ul style="list-style-type: none"> <li>BES Team Programme Manager</li> </ul>	<ul style="list-style-type: none"> <li>Project Board</li> <li>Service Review oversight</li> </ul>	2 days/month
Charles Osunwoke	<ul style="list-style-type: none"> <li>BES Team Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Project Management</li> <li>Service review resource</li> </ul>	3 days/week (on average)

- What are the other costs to deliver the project?

Resource	Capital or revenue	Amount	Comments
<ul style="list-style-type: none"> <li>Training Costs</li> </ul>	<ul style="list-style-type: none"> <li>Revenue</li> </ul>	TBC	Training costs for the service review methodology will be met centrally
<ul style="list-style-type: none"> <li>Research costs</li> </ul>	<ul style="list-style-type: none"> <li>Revenue</li> </ul>	TBC	It is likely the "analysis" stage will involve focus group discussions with young people

- Who will provide governance and direction and what form will this take?

Who?	What form will this take?
<ul style="list-style-type: none"> <li>High level review meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Agree major outputs i.e Service Review Brief and shortlisted improvement ideas</li> <li>High level direction of service review</li> </ul>
<ul style="list-style-type: none"> <li>Project Board</li> </ul>	<ul style="list-style-type: none"> <li>General monitoring of overall service review progress.</li> </ul>

- Who will be accountable for making sure the objectives of the review are achieved?

<b>Name:</b>	<b>Rik Boxer</b>	<b>Role:</b>	Asst. Director, Achievement & Inclusion
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## 7. RISKS AND ASSUMPTIONS

- What assumptions have been made in this brief?

<p><u>Timescale Assumptions</u></p> <ul style="list-style-type: none"> <li>The Service Review Brief is expected to be approved at the High Level Review Meeting on 28 September 2009. The Service review process will take approximately five months.</li> </ul> <p><u>Staff Capacity/Availability Assumptions</u></p> <ul style="list-style-type: none"> <li>The estimated timescales are based on the relevant service area staff being available according to the overall service review timetable.</li> <li>Service area able to commit to resources (staff, data, information etc) set out in the Brief.</li> </ul> <p><u>Governance Assumptions</u></p> <ul style="list-style-type: none"> <li>High Level Review Meeting dates for review and approval of key outputs will correspond to the overall service review timetable                             <ul style="list-style-type: none"> <li>Approval of major outputs will be given at the High Level Review Meeting scheduled after the outputs have been completed.</li> </ul> </li> </ul>
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- What risks are associated with the review?

<p><b>Quality</b></p> <ul style="list-style-type: none"> <li>Risk that the scope is drawn too widely and becomes unwieldy. <i>Identify limited number of deliverables that will deliver the largest impact</i></li> <li>Potential lack of engagement across the service area in the review process and improvements generated. Mitigate by involving staff in identifying issues and improvements and clear communication throughout.</li> <li>Some improvements may prove unpopular particularly if they challenge current and well established practice. <i>A Communication Plan must be developed and rolled out for service area staff and key stakeholders to help engage them in the service review process.</i></li> </ul>
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Service Area Capacity

- Service area may have capacity issues at various stages of the process e.g. undertaking the service review, implementing improvement projects, monitoring and sustaining improvements. Mitigate by forecasting these resource requirements in advance and ask service area to sign up to these commitments at start.

Quality of Outputs and Outcomes

- Improvement projects identified and approved during the later stages of the service review may differ from the outputs envisioned in Section 3 of this document.

*The Service Review improvements will be monitored at the HLRM. Other improvement measures carried out by the service area should be included in an overarching Improvement Programme Plan. The Plan should specify expected outcomes and outputs of the whole Programme.*

- Expectations in respect of youth service provision are set too high  
*Set out a framework of choices and priorities to be decided based on clear criteria of affordability, demand, viability and impact.*

**Time**

- Timescales compromised by the lack of availability of staff
- Fixed dates of HLRM/project board dates for reviewing/authorizing outputs may not fall in line with the project plan timescales

*Capacity could be increased by backfilling*

*Service Review Project Plan will be developed when the Service Review Brief has been approved by HLRM. Tasks and activities will be planned with the availability of key staff/governance boards borne in mind. Project Plan would be revised if timescale issues arise during the service review process.*

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