

Report of the Director of Children and Families

Report to Executive Board

Date: 21st April 2021

Subject: Youth Work Review and Future Vision



Are specific electoral wards affected? If yes, name(s) of ward(s): ALL	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- The Youth Work review has highlighted many areas of good practice across the city and has demonstrated the difference youth work makes to the lives of young people in Leeds.
- The vision for youth work in Leeds will be underpinned by 6 key principles. These principles build on those set out in the Local Government Associations “Bright Futures – vision for youth work” re-shaping them to ensure they achieve our ambition for Leeds to be the best city for children and young people to grow up in.
- In Leeds, youth work is delivered as a preventative and early intervention service for young people. As such, it plays an integral part in delivering the outcomes of the Leeds Children and Young People’s Plan and is a key component of achieving our ambition of being a Child Friendly City.
- The future model of youth work delivery will comprise of two strands. A “core offer” of provision that all 11-17 year old young people can access and benefit from and an enhanced, targeted/specialist offer of provision that will meet the needs of our most vulnerable groups of young people living in Leeds.
- The impact of COVID-19 on young people’s mental health, education, employment and life chances is profound. It is therefore more important than ever to retain the investment in youth work, which will provide long term services and support to young people as they transition from learning to work.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The proposals within this report will support the Best Council Plan priority of Leeds being a Child Friendly City by improving youth work services across the city and helping young people to develop life skills and be ready for work as they move into adulthood.
- The new model for youth work delivery will help achieve the priority of inclusive growth by supporting more young people to be active citizens that are able to participate in education, employment or training.
- The principles that are set out in the shared vision for youth work in the city will support more effective partnership work on a locality basis to ensure young people are safe from harm and community respect and resilience is promoted.

3. Resource Implications

- The recommendations in this report are based on the assumption that better value for money can be achieved through a stronger, local direction of the youth work investment made by the Council.
- The core youth work offer is based on existing ward allocations and therefore no ward will see a reduction in council delivered youth work.
- The total budget available in 2021/22 for the core youth work offer and the life coaching programme is £2m. In addition to this there is a further £650k available for the enhanced youth work commission and youth work grant scheme. The proposals in this report can be delivered within the budget available.

Recommendations

Members are recommended to:

- a) Note the comprehensive consultation and assessment work undertaken to develop the vision for youth work in Leeds, endorsing the continuing commitment to youth services as a key strand of work to enable the most vulnerable young people in the city achieve their aspirations and ambitions.
- b) Approve the proposed new model of youth work delivery and support further work to be undertaken led by the Youth Offer Lead to co-produce the enhanced youth work specification.
- c) Note that the new model of delivery will be fully implemented by April 2022.

1. Purpose of this report

- 1.1 The purpose of this report is to present to the Board findings of the Youth Work review, the vision for youth work and proposals for future delivery.

2. Background information

- 2.1 Young people experience significant change and development as they transition between adolescence and into young adulthood. For some more vulnerable young people, this period of their lives presents more challenges than that of their peers.
- 2.2 Youth work helps all young people to successfully navigate this journey, giving them access to new opportunities and experiences and provide information and guidance that will support their personal and social development. It will raise their aspirations, build resilience and enable them to make informed decisions that are right for them. The foundations of youth work are built through positive relationships with young people based on mutual respect and voluntary engagement.
- 2.3 Youth work can sometimes be confused with other ways of working with young people. The National Youth Agency defines youth work as “Youth work focuses on personal and social development – the skills and attributes of young people – rather than to ‘fix a problem’. It is an educational process that engages with young people in a curriculum that deepens a young person’s understanding of themselves, their community and the world in which they live and supports them to proactively bring about positive changes”.
- 2.4 There are a number of models of youth work delivery. The most common ones are;
Detached youth work – occurs in places and spaces where young people are already spending their free time such as streets, parks, shopping centres. Youth workers go to them and work to the young people’s agenda.
Outreach youth work – is similar to detached as it takes place in the community but the youth workers will engage with young people with a pre-planned purpose for example; to promote a local youth provision or to conduct a consultation.
Centre based youth work – takes place in a school or community building. Usually there will be set times and days for specific sessions or projects and there will be a longer term plan, that has been developed in partnership with the young people.
- 2.5 In any given locality all three of the above models are likely to be used by the same team of youth workers depending on the presenting need. When aiming to build positive relationships with a new group of young people; youth workers will begin by facilitating detached youth work, as trust develops between the youth workers and young people this will move towards more of an outreach approach and then in many cases the young people and youth workers will agree to move their work into a centre.
- 2.6 High quality youth work will support young people’s increased attendance, attainment and achievement in learning and improve their destinations as young adults. It will reduce the need for statutory interventions in their families’ life, reducing teenage conceptions and engagement in risky behaviours such as substance misuse or involvement in anti-social behaviour or offending, all of which will potentially impact on their life opportunities.

- 2.7 The impact of COVID-19 on young people's mental health, education, employment and life chances is profound. It is therefore more important than ever to retain the investment in youth work, which will provide long term services and support to young people as they transition from learning to work.
- 2.8 The pandemic has compounded inequalities that already existed and it has affected vulnerable and marginalised groups the most. The disruption in education has also increased disparities, at a critical time of life for emotional and physical development.
- 2.9 Research evidences that poorer educational outcomes and youth unemployment leads to long term health outcomes and fewer life chances. Skilled and qualified youth workers can reach out and engage with young people at an earlier stage, helping to remove the barriers to employment.
- 2.10 Youth work builds on the strengths of a young person in an asset-based approach and helps build social capital within communities. Youth workers provide emotional and practical support to young people and help them develop the skills they need to succeed in life.
- 2.11 Working with young people who are feeling angry and frustrated as a result of the challenges the pandemic has brought; youth workers can support them to overcome these feelings and give them a voice so they can become active citizens and as a group can strengthen cohesion within the diverse communities of Leeds.
- 2.12 In Leeds, youth work is delivered as a preventative and early intervention service for young people. As such, it plays an integral part in delivering the outcomes of the Leeds Children and Young People's Plan and is a key component of achieving our ambition of being a Child Friendly City.
- 2.13 Youth Services across the country have seen significant changes and challenges in recent years. In the context of major financial pressures facing local authorities and their partners, nationally youth services have been reducing and in some places removed altogether.
- 2.14 However, in Leeds the council has retained services during a time of challenge and cuts for youth services across the country. It has maintained its commitment to youth work, acknowledging and valuing the vital contribution it plays in delivering services and support to all young people to ensure they can become active citizens, reaching their full potential as they grow up.
- 2.15 At a national level there is a renewed interest in the benefits of youth work. Following the government-led debate on the role and sufficiency of youth work. In July 2019 funding was awarded to the National Youth Agency for the renewal of the youth work curriculum and qualifications. The new National Youth Work Curriculum was published in September 2020 and will enable a greater understanding of youth work practice, provide an educational framework and act as a reference tool to be used by decision makers, policy makers, commissioners, youth workers and young people.
- 2.16 In October 2020 the NYA also published new guidance to support local authorities in their statutory duty to secure local services. This includes the meaningful engagement of young people to ensure access to quality youth services at a neighbourhood level, whether they are directly delivered, commissioned by or run independently from the local authority.
- 2.17 The government is currently reviewing its programmes to support youth services, including the NCS.

- 2.18 All of these developments provide Leeds with an excellent opportunity to build on the existing strong foundations of its current youth work offer to young people living in the city and help inform the future model of delivery.
- 2.19 A comprehensive review of youth work provision has been undertaken to fully understand the needs and wishes of young people, to conduct a mapping exercise into how and where youth work is currently delivered and which groups of young people are accessing provision. This data has been used to inform proposals for a future model for delivery.
- 2.20 The review has taken place over a three year period with extensive consultation occurring during the summer of 2019. This involved Leeds city council and third sector providers and their partners coming together to take part in three locality workshops to shape and develop a clear vision for youth work in Leeds.

3. Main issues

The Review findings

- 3.1 The review highlighted many areas of good practice across the city and demonstrated the difference youth work makes to the lives of young people in Leeds. The outcome of the review presented eight key conclusions based on the analysis of available data and feedback from the consultations. These conclusions were used to explore in more detail what the vision for youth work in Leeds would look like.
- 3.2 **Leeds demonstrates good practice in many areas of youth work.** There is a strong mixed economy of good quality Third sector and public sector youth work providers. Delivery is targeted within the communities of greatest need by qualified practitioners, and reaches a diverse cohort of young people. Feedback from young people tell us that they value the conversations they have with youth workers, who provide an extra level of support outside of family and friends. There is a clear consensus that youth work should continue to be based on voluntary relationships between young people and their youth workers and that programmes of work should be co-produced with young people.
- 3.3 **Budget reductions have impacted on capacity over the last few years.** Historical funding allocations present a challenge when there is a need to re-deploy youth work delivery to areas where there are emerging or changing needs. Feedback from providers suggested there was a desire for greater flexibility to be built into the system that would enable youth work providers to target areas of additional need or where a different approach is required.
- 3.4 **Quality and outcome monitoring varies across services.** Whilst all providers input quantitative data on sessions and themes, there is not a common outcomes monitoring system across the city. This means that we do not currently have an overall picture of the quality and impact of the differing strands and providers of youth work in Leeds. Elected members are particularly keen to understand the quality element of youth work and the impact it has on young people.
- 3.5 **There is not a clear, consistent and publicised offer across the city.** Most young people told us they heard about sessions via word of mouth which suggests that not all young people that would benefit are aware of what's on offer. All stakeholders shared the view that more could be done to advertise youth work opportunities online, through social media and within communities using high quality, well designed promotional materials. Promotion of youth work opportunities

needs to target not just young people, but also their parents/carers and the wider community residents and leaders.

- 3.6 **Partnership working is a key strength.** Joint working between youth work providers and a range of stakeholders is evident and valued across the city. There is good engagement with elected members, and increasing partnership delivery between the third sector and the council. However, elected members were keen to establish more opportunities to increase their influence of delivery. Stakeholders also felt more could be done to strengthen partnerships between youth work providers and schools and with families.
- 3.7 **The population of young people is growing, becoming more diverse and more children live in the most deprived neighbourhoods.** Children and young people living in the most deprived neighbourhoods have lower attainment at school, are more likely to be NEET (not in education, employment or training) post 16, and are more likely to be involved in crime and anti-social behaviour. Where a child lives has a major impact on their outcomes later in life, and it was noted that there are pockets of deprivation in more affluent wards as well. There was a general agreement that more resources should be available to inner city areas but that all young people should be able to access youth work opportunities when they need it. Stakeholders also highlighted that there is a need for the youth work workforce to reflect all communities so that young people can build relationships with adults that understand their culture, background and speak their language.
- 3.8 **Accessing quality venues in the right locations is a challenge.** Street based youth work is an important starting point to engagement and valued by all but both young people and adults around them agreed that building based youth work is the most effective way to deliver outcome based youth work. However, sometimes access to quality venues is difficult or cost prohibitive. Taking an asset based approach to youth work by partnering with community organisations to deliver youth work has proved successful in some areas and could be key to expanding provision where community buildings are under used.
- 3.9 **Conflicting demand for targeted youth work is a challenge** Most agree that youth work should be predominantly targeted at adolescents but a need for earlier intervention has also been identified, along with an understanding for some more vulnerable adults support is needed post 17, particularly with regard to improving mental health. The basis of targeted youth work in Leeds is that it is youth led and built on trusted relationships between youth workers and young people that are developed over a period of time. However, increasingly, youth work providers are being called upon by partners to increase resources to address crime and anti-social behaviour, or to set up sessions in communities without provision. Whilst there is some flexibility within the current system to respond quickly to emerging priorities, continued change and conflicting demand would dilute the core offer and impact on longer term engagement.
- 3.10 Taking the above conclusions into account, a number of support functions have been identified as essential to the effectiveness and sustainability of any agreed future model of delivery of youth work. These are;
- Quality assurance of all youth work provision
 - A comprehensive communication strategy
 - An integrated, locally shaped youth work offer
 - A thorough mapping exercise of local authority and community run building assets

The Vision for youth work

- 3.11 During the summer of 2019 over 100 youth work practitioners and partners participated in three locality based workshops with the aim of developing a vision for youth work in Leeds. The outcomes from those workshops are presented as follows;
- 3.12 We want Leeds to be the best place for young people to grow up in. Through youth work provision young people will;
- Have access to high quality youth work in their community when they need it. This includes some open access provision as well as targeted opportunities that engage groups and individuals with specific needs.
 - Have access to new opportunities and experiences that will increase informal learning.
 - Develop the life skills and abilities to build healthy relationships, increasing social and emotional capabilities, independence, confidence and resilience.
 - Have access to safe spaces where they feel welcome, have fun, where their contributions are valued and where diversity is understood and celebrated.
 - Have the ability to be active citizens in their communities, participating in social action and having an influence on the decisions which affect them.
 - Understand and receive their rights, including their right to have access to objective, accurate and reliable information on all their questions and needs in a way that they understand.
- 3.13 The vision for youth work in Leeds will be underpinned by 6 key principles. These principles build on those set out in the Local Government Associations “Bright Futures – vision for youth work” re-shaping them to ensure they achieve our ambition for Leeds to be the best city for children and young people to grow up in.
- 3.14 **Youth work will be valued and understood.** The impact of high quality youth work will be valued and recognised by young people, their families and communities, by the public, private and third sector and by commissioners and services at all levels.
- There will be strong leadership at all levels to help guide the sector moving forward and there will be opportunities for all stakeholders to be involved in the development and implementation of youth work services across the city.
- Youth work will take a whole family approach and be visible to both young people and their families, so they know where to go for support. Parents and carers will be encouraged to be involved in the youth work process to ensure sustainable change and benefits.
- Youth work opportunities across the city will be well publicised. Young people will take the lead and identify the most effective ways in which to reach and connect with all groups.
- 3.15 **Participation and Empowerment.** Youth work offers young people opportunities for learning that are educative, expressive, participative, inclusive and empowering. Youth work will promote and actively encourage opportunities for all young people

in order that they will fulfil their potential as independent individuals and as members of communities.

Youth work will predominantly take place outside of formal learning hours in the communities in which young people live. Social action activities, based on issues identified by the young people themselves have an essential role to play in ensuring young people are active citizens from an early age, and that the wider community and partners see young people not as a problem but as people that have a valuable contribution to make in strengthening and building social capital.

Young people will have ownership of the local youth work offer and will be involved at every level. They will have the opportunity to influence the decision making processes in the organisations that deliver services to them and in local democratic structures. They will be encouraged and supported to be co-producers of services and play a significant role in commissioning, scrutiny and quality assurance of those services.

- 3.16 **Collaboration.** Youth work will be innovative and creative, finding local solutions to local issues. Community partnerships will be established to deliver co-ordinated responses to existing and emerging issues. Partnership working will ensure there is consistency between services and of practice.

Youth work will act as a bridge providing support to those young people that need it most to access universal provision and longer term ongoing support to those that need statutory interventions.

Youth work providers will work closely with education establishments responding and providing support at key points of transition, specifically from Primary to High school and into positive education, employment or training destinations at 16 and beyond.

Youth work will be part of an asset based community development approach, sharing and disseminating appropriate information to aid mapping, signposting and networking activities.

- 3.17 **Inclusiveness, equality and diversity.** Youth work will promote equality and celebrate diversity. It will encourage young people to recognise the value of difference and will facilitate opportunities to share and listen to each other's stories.

Youth work will tackle discrimination and challenge oppression and inequality. It will enable young people to keep themselves safe, building resilience and supporting young people to understand and access their rights. It will inform and support young people so they know where they can go for help in times of need.

Youth work will take into account and address the social isolation experienced by some young people especially those who are most vulnerable such as new migrants, young carers and those with additional needs.

Youth workers will understand the greater barriers and challenges young people from more deprived communities face and will work with all stakeholders to reduce the impact of poverty.

- 3.18 **Respect and positivity.** Youth workers will be positive role models, becoming trusted adults that develop positive relationships with young people that are based on mutual respect and voluntary engagement.

The youth work approach will be strengths based. It will focus on the good things a young person has in their lives and explore with young people how they can build on them. It will support them through significant changes in their lives and help them to gain the required knowledge and understanding to make constructive use of their skills, abilities and free time.

Youth work will increase confidence and self-esteem. Using a solution focused approach and coaching strategies to improve the mental health and well-being of young people.

Youth work will provide a safe space and time for them to take risks and explore their identities in the widest sense. Learning activities will be delivered to enable young people to recognise who they are and who they want to be.

- 3.19 **Quality, safety and well-being.** Youth work will be delivered by a professionally qualified workforce with the right mix of skills and experience to be able to effectively support groups of young people that face the most significant challenges.

Voluntary and paid professional youth work staff will be supported throughout their careers to improve their practice, taking into account their own health and well-being as well as that of the young people they are working with.

All engagement with young people will be meaningful and purposeful. Safeguarding will be central to practice. Youth workers will be skilled in assessing need and identifying indicators of harm and risk and will recognise when there is a need to involve others.

Youth work will draw on a robust evidence base that will be used to inform and influence approaches for working with, and securing the best outcomes for young people. There will be accountability to all stakeholders.

Youth work providers will work together to identify suitable tools and strategies to effectively measure the impact of youth work, so the difference it is making is known by all.

Internal Youth Service delivery

- 3.20 Taking into account the findings of the youth work review and the development of the vision for youth work in Leeds it is apparent that the future model of youth work delivery should comprise of two strands. A “core offer” of provision that all 11-17 year old young people can access and benefit from and an enhanced, targeted/ specialist offer of provision that will meet the needs of our most vulnerable groups of young people living in Leeds.
- 3.21 It is felt that the internal Youth Service is best placed to deliver the “core offer” of youth work. The locality teams within the Youth Service will continue to deliver the open-access element of the youth work offer in Leeds. Youth work is often described as a “bridge” or the “bookends” between universal and targeted/specialist services. Today many of our young people live within families and communities that face complex and changing challenges. Access to a service that has no strict criteria or thresholds enables it to support young people and help them successfully navigate through their, often turbulent, adolescent years and as they move in and out of other services.

- 3.22 The core offer will be based on existing ward allocations. The resource for youth work will continue to be distributed across all 33 wards using a formula based on the general population of 11-17 years olds living in the ward (40% of total) and the number of those young people residing in the 40% most deprived areas (60% of total). No ward will see a reduction in council delivered youth work.
- 3.23 Many of the issues youth work can address are faced by all young people, irrespective of their background – poor mental health, peer pressure, bullying to name but a few. Research also suggests young people from rural areas are more vulnerable to the impact of organised crime and county lines. We have also found that often in smaller, more isolated communities there is less tolerance of young people and the desire for more police intervention. Without youth workers acting as advocates and working alongside community policing teams to engage and divert young people into positive activities we increase the risk of criminalising young people for little more than socialising.
- 3.24 To facilitate this work, the service will use a mix of youth work approaches including detached, outreach and centre based work and the continued use of mobile units will support the teams' ability to reach all young people in the heart of their communities.
- 3.25 Both political and service leaders acknowledge that Youth Work plays a vital role in improving outcomes for all young people. There is a commitment to ensure youth work provision is maintained in all localities across the city.
- 3.26 Youth work delivery will take place in all areas of the city but with a greater focus on the more deprived communities and neighbourhoods with the greatest need. There is significant evidence that young people living in those areas have poorer outcomes than that of their peers and therefore youth work has an instrumental role to play in closing those gaps.
- 3.27 Council-led services can more easily and quickly be re-deployed to address new and emerging issues. The Youth Service will be a key partner in the multi-agency approach to reduce serious youth violence and support the Home Office primary objective: reduce serious violence in public spaces with a focus on reducing knife crimes committed against young people (under 25).
- 3.28 The Youth Service will be central to the established Multi-Agency Child Exploitation (MACE) arrangements to effectively prevent and address all forms of child exploitation; specifically child sexual exploitation and child criminal exploitation.
- 3.29 It will work in partnership with the Police and other Community Safety partners to develop a city-wide picture and understanding of issues such as why children go missing, organised crime and county lines. The Youth Service will continue to deliver the Return Interview Service for children and young people that are reported as missing.
- 3.30 Throughout the Covid-19 pandemic Youth Workers have been working alongside residential care staff to support our most vulnerable children. This innovative multi-disciplinary approach to support has achieved many positive outcomes and has led to long term improvements to support children who are looked after. The youth service will continue to support children in care who are moving into family settings. To secure this link between statutory intervention and voluntary youth work engagement a LCC youth work practitioner will be assigned to the developing residential support hub team. This will enable young people, particularly those in our care for a short period of time; to establish and retain a positive, trusting

relationship with a professional that can continue longer-term once they have returned to their family home.

- 3.31 For the most vulnerable young people their behaviour and needs may be problematic and difficult to manage in a youth work group setting and currently there is very limited time available for Youth Workers to undertake the more intensive, wrap around support that may be needed to maintain their engagement in sessions. It is proposed that a number of Life Coach roles are established within the service that would undertake initial time-limited work to build relationships and address their mental health needs such as stress, anxiety or depression and accompany them to sessions/activities and provide ongoing support as needed to promote sustainable outcomes. Life coaches will be linked into Early Help Hubs to ensure integrated working and, where necessary, to provide wider joined up support for the whole family where it is needed. It is envisaged that young people on the edge of care or those that are not in education, employment or training will be given priority access to life coaching support. This fulfils the investment in Life Coach roles budget pledge made by Cllr Blake in 2019.
- 3.32 The detrimental impact on young people's mental health and well-being brought about by the Covid-19 pandemic is already well documented. The Life Coaching team will play a key role in providing support to young people to enable them to become healthy, active citizens in their community.
- 3.33 In response to the My Health My Schools Survey children that are looked after cited "friendships" as their top priority. As part of the wider Youth Offer, the Youth Service are well placed to work closely with their colleagues in the Activity and Residential Centres, Virtual School, Social Workers and carers to ensure this vulnerable group of young people have supported access to fun and learning experiences to enhance their social and emotional development and reduce their feelings of isolation.
- 3.34 There are too many young people in the city that are not in education, training or employment. This reflects the national picture. The National Youth Agency have been calling for more qualified youth workers to help young people find employment or training as the latest figures suggest one in nine young people are out of work. The Youth Service will work closely with their colleagues in the Pathways team to provide more intensive youth work support to address the barriers to participation to ensure more of our young people are able to achieve their aspirations and improve their destinations post 16.

Commissioned Youth Work delivery

- 3.35 One of the guiding principles of the youth work review was to maintain the mixed economy of provision. A continued commitment to investing in good quality youth work across the city which builds on positive partnership working between the Youth Service and a strong Third sector market is of paramount importance.
- 3.36 The need for increased flexibility and opportunities to deliver more creative and innovative provision was identified by the Third Sector as a key issue in the review. This will be made possible due to the internal Youth Service leading on the "core offer" of youth work across the city.
- 3.37 Such an approach will enable Third Sector providers to deliver an enhanced service that can be more targeted/specialist in order to meet the specific needs of young people living in the diverse communities in Leeds, in which they are based.

- 3.38 It is imperative that all young people can access youth work provision that is of high quality, evidence based and that delivers measurable, positive outcomes for those participating. Further exploration to identify the most effective quality assurance tools and processes will take place involving all partners. Once determined, it is felt that the facilitation and oversight of quality assurance of youth work should be carried out independently of service deliverers.
- 3.39 The proposal for commissioning youth work delivery is two-fold. Firstly, a new “Enhanced Youth Work” specification will be co-produced with stakeholders. This will take into account the identified support functions along with what is required to achieve our vision for youth work in the city. It is anticipated this will be commissioned on a 3 locality basis; East/North East, South/South East and West/North West and that contracts will be awarded for a minimum of three years to allow the provider sufficient time to establish links and relationships with other services and embed their provision across the area.
- 3.40 Secondly, there will be a Youth Work grant scheme. This will enable smaller community organisations to apply &/or funding for discrete or time-limited projects to be available, thus providing greater flexibility and a timely responsive approach to emerging issues. In some communities where there are fewer external providers, the internal Youth Service may also be able to bid for this funding in order to meet unmet needs, where appropriate. It is anticipated that the funding will be allocated on an annual or bi-annual basis.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 The consultation and engagement process has been extensive throughout the review. This involved:

- Consultation with young people through group work sessions, one to one interviews and an online survey.
- Stakeholder workshops have been held at each of the stages of the review in November 2017, July 2018 and more recently in July 2019 when 3 locality based sessions have been facilitated to help shape the vision of youth work.
- There have been regular meetings with a Reference Group, consisting of internal and external provider representatives, a Communities Directorate representative and academic experts.
- Workshops have taken place with Community Committee Children’s Champions.
- Attendance at all but one of the Community Committees in November and December 2018 (sub-group attended in one instance). Follow up ward level briefings were then offered throughout December 2018 and January 2019.
- Members of the Children and Families Senior Leadership have attended Young Lives Leeds meetings to brief and seek the views of a wider range of providers working with children and young people.
- Engagement with Youth Service managers and teams have taken place throughout the review but in particular in the latter phase of the process to explore the interface between the Youth Service and other services within the directorate.

- Throughout the process the Youth Work review has been a standing item on the quarterly catch up meetings between the Learning for Life Service and Unions to ensure Union colleagues are well briefed and have had the opportunity to provide feedback at all stages of the review.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The vision for youth work will support the council's ability to meet its responsibility in regard to providing sufficient services and activities to improve all young people's well-being.
- 4.2.2 The implementation of the recommendations following the youth work review will ensure that the most vulnerable young people receive the services and provision they need to improve outcomes.
- 4.2.3 Youth work programmes are delivered at a local level, promoting cohesion and integration between young people from settled and new communities.
- 4.2.4 An EDCI screening has been completed and is appended to the report.

4.3 Council policies and the Best Council Plan

- 4.3.1 The Youth work review and vision for youth work support the delivery of Best Council Plan – Child Friendly City Priority, Children and Young Peoples Plan, establishing our ambitions and priorities for the city. Youth work has a significant contribution to make in meeting these ambitions and enabling young people to achieve the best possible outcomes.

Climate Emergency

- 4.3.2 The workforce will be briefed on the Council wide strategies in place so that they are well informed regarding their responsibilities and have an understanding of what they can do to minimise their impact on climate change. For example, this may include practical steps such as ensuring there are adequate recycling facilities at youth work venues and encouraging staff to consider more environmental ways of travelling to and from work.
- 4.3.3 Youth work programmes will include sessions and projects that will educate young people about the impact and consequences of climate change and work with them to engage in social action activities that will help tackle and address the causes of climate change.

4.4 Resources, procurement and value for money

- 4.4.1 The recommendations in this report are based on the assumption that better value for money can be achieved through a stronger, local direction of the youth work investment made by the Council.
- 4.4.2 By targeting youth work support towards those most vulnerable young people in the city at an earlier stage; particularly those adolescents on the edge of care; the need for more costly, longer term statutory services will be reduced.
- 4.4.3 The budget for youth work for 2021/22 is £2.65m and the proposals in this report can be delivered within this.
- 4.4.4 Although Children Looked After (CLA) numbers have reduced overall during Covid, there is an increase being seen in the number of adolescents entering care. Youth

work is a preventative service and as such should help to manage the pressure on the CLA budget. This is particularly important when bearing in mind the potential longer term implications of the social and economic impact of Covid on the lives of young people in the city.

- 4.4.5 Further opportunities to work collaboratively across the city with partners will continue to be explored. It is expected that this will contribute to a coherent vision of the youth offer across the city, which in future should support improved outcomes and attract more national funding.

4.5 Legal implications, access to information, and call-in

- 4.5.1 There are no legal implications in the development and delivery of the review and vision for youth work. This report will be subject to call-in.

4.6 Risk management

- 4.6.1 Without a clear, shared vision for youth work in Leeds the provision and opportunities for young people to access and benefit from could be limited and/or inconsistent across the city.

5. Conclusions

- 5.1 Youth Services across the country have seen significant changes and challenges in recent years. In the context of major financial pressures facing local authorities and their partners, nationally youth services have been reducing and in some places removed altogether.
- 5.2 However, in Leeds the council has retained its commitment to youth work, acknowledging and valuing the vital contribution it plays in improving the lives of young people. Therefore the shared vision for youth work and new model of delivery will build on the existing strong foundations and further improve the youth work offer to young people living in the city.

6. Recommendations

- 6.1 Members are recommended to;
- a) Note the comprehensive consultation and assessment work undertaken to develop the vision for youth work in Leeds, endorsing the continuing commitment to youth services as a key strand of work to enable the most vulnerable young people in the city achieve their aspirations and ambitions.
 - b) Approve the proposed new model of youth work delivery and support further work to be undertaken led by the Youth Offer Lead to co-produce the enhanced youth work specification.
 - c) Note that the new model of delivery will be fully implemented by April 2022.

7. Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.