

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**

**CABINET MEETING: 23 NOVEMBER 2023**

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**ACHIEVING A SUSTAINABLE YOUTH WORK OFFER FOR CARDIFF**

**CABINET MEMBER FOR TACKLING POVERTY, EQUALITY & PUBLIC  
HEALTH (TACKLING POVERTY & SUPPORTING YOUNG PEOPLE)**

**(COUNCILLOR PETER BRADBURY)**

**AGENDA ITEM:**

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**Reason for this Report**

1. To consider proposals to achieve a sustainable, resilient Cardiff Youth Work Offer for young people in Cardiff, that responds to emergent need and the challenges that our communities are facing in the shadow of the pandemic, and the cost-of-living crisis.

**Background**

2. This report draws upon the findings and recommendations of an evidence informed review of Cardiff Youth Service in 2022, designed to inform a strengthened and sustainable delivery model that can support recovery post pandemic. This review was conducted within the context of the national position, and the recommendations of the recent report published by the Interim Youth Work Board for Wales<sup>1</sup>. It utilised desk-based research, as well as feedback provided by a range of key stakeholders including the voice of young people.
3. It is also informed by an extensive follow on nine-month appraisal of Cardiff Youth Service, led within the Education Directorate and supported by youth leaders and professionals, community leaders and young people.
4. Cardiff Youth Service provides the Council's Youth Work Offer for young people. A wider range of services for young people are also offered by other

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<sup>1</sup> <https://gov.wales/sites/default/files/publications/2021-09/achieving-a-sustainable-delivery-model-for-youth-work-services-in-wales-final-report.pdf>

teams within the Council, and by partners across the city. The review of the Cardiff Youth Service operating model is the first phase of a wider review of services for adolescents, to achieve the longer-term ambition of delivering an effective, integrated model of provision that can respond to the individual needs of young people in Cardiff.

## **Introduction**

5. The Council's Stronger, Fairer, Greener ambitions firmly outline a commitment to improving the lives of the children and young people of the city, in particular to support and protect the most vulnerable. The introduction of the new 'Tackling Poverty, Equality and Public Health Portfolio' specifically states the ambition to respond to the recommendations of the independent review of Youth Services, ensuring that access to the service is available equitably across the city, based on need and is responsive to the different needs of different communities and groups of young people.
6. Throughout the pandemic and more recently, during significantly challenging episodes for young people, such as the disturbances in Ely in May 2023, the Youth Service has proven its value, stepping up to support young people when they have needed it most. This demand for help continues as we wrestle with education recovery, the decline in mental health and well-being, increasing poverty and ongoing societal challenges.
7. In essence, youth work is playing a crucial, multi-faceted role to help address a range of socio-economic, cultural, and personal challenges faced by young people. It is playing a pivotal part in ensuring that the younger generation is well-equipped, supported, and empowered to navigate the challenges of today's world.

## **Policy Context for Youth Work in Wales**

8. Currently, through the Learning and Skills Act 2000, section 123, Welsh Ministers have directed local authorities to provide, secure the provision of, or participate in the provision of youth support services<sup>2</sup>. The Welsh Government is currently reviewing the legislative basis for youth work services, and detailed policy work is currently being undertaken on how to strengthen it.
9. The Interim Youth Work Board (IYWB) (WG 2021) produced its [final report](#) on achieving a sustainable delivery model for youth work services in Wales in September 2021.

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<sup>2</sup> See [Youth Work Strategy for Wales](#)

10. According to the IYWB (WG 2021), Youth work services provide or facilitate:
  - Safe spaces, relationships and activities within which young people can thrive and enjoy themselves, feel secure, supported and valued, learn to take greater control of their lives, and be informed and supported to make positive choices.
  - A range of different educational opportunities and experiences, which challenge both the institutions and young people themselves to enhance their personal, social and political development.
  - Access to relevant and trusted advice and information on rights, entitlements and opportunities, thus enabling young people to become advocates of positive change for other young people, their communities and Wales.
11. A Youth Work Strategy Implementation Board has now been established to provide advice to the Welsh Government. The Implementation Board will be expected to work with young people, the youth work sector and the Welsh Government to explore the recommendations further, and to identify appropriate actions and resources for delivery. The Board will run for two years in the first instance.
12. Five Implementation Participation Groups with over 60 representatives from across the sector and beyond, have been established to advise on specific aspects of the Board's work. Cardiff Youth Service is represented on two of these key groups. The primary focus of the Board at present is upon a Funding review, a Legislative review and the development of a Statutory body for Youth Work in Wales.

### **Organisational Context: Cardiff Youth Service**

13. As stated by Estyn HMI in their 2021 report of Cardiff Local Education Authority, 'Cardiff Youth service provides high quality provision in prioritised areas of the city that includes a mixture of open access and targeted work. Young people, in the areas served, are at the heart of service development. Support for young people's emotional health and wellbeing and the effective use of digital platforms are particularly strong aspects of the provision'.
14. Cardiff Youth Service offers a range of programmes and services to support the personal, social, and educational development of young people aged 11 to 25. The service aims to provide young people with opportunities to develop their skills, knowledge, and experiences while addressing the challenges they face. These services and opportunities include:

- **Open Access Youth Clubs and Drop-ins:** To provide safe spaces for young people to socialise, participate in activities, and access support to manage their well-being.
- **Targeted Youth Provision:** To support young people with specific needs, including those at risk of becoming NEET (Not in Education, Employment, or Training), those involved in anti-social behaviour, or those facing other personal challenges.
- **Digital Youth Work:** To help young people engage with hard-to-reach individuals through online platforms, and also to help young people navigate the issues of the digital age such as online safety and bullying.
- **Information, Advice, and Guidance:** One to one and group information sessions or workshops on topics such as relationships, health, and careers.
- **Outreach and Street based Work:** Youth workers engage with young people in various settings outside of traditional youth centres, like parks or streets, to provide support and intervention.
- **School based Youth Mentoring:** To help young people facing challenges in maintain engagement in their education and learning, and to support access to appropriate curriculum offers, whilst improving attendance and well-being. Every high school can access a Youth Mentor.
- **Participation and Volunteering:** To give young people opportunities to participate in decision-making processes, contribute to their communities, and develop leadership skills.
- **Training and Accreditation:** Workshops, courses, and programmes that offer qualifications or certificates in areas that can help young people in their personal and career development.
- **Special Projects:** Depending on current funding and needs, there are projects that focus on particular areas, such as mental health, substance misuse, exploitation, safeguarding, arts, creativity, young leaders.
- **Inclusive Support for Vulnerable Groups:** Specific provisions exist to support vulnerable or marginalized groups, such as young LGBTQ+ individuals, those with Additional Learning Needs, those with disabilities (e.g., the Deaf Club), young carers and care experienced young people.
- **Access to Events, Outdoor and Adventure Activities:** To build aspirations, resilience, teamwork, and leadership skills among young people.

15. The majority of Cardiff Youth Service provision is geographically positioned within the Southern Arc of the City, where there is a concentration of deprivation and with approximately 35,500 children and young people living within the geographical area, (Cardiff 2030). It is important, however, to recognise that there are other pockets of deprivation situated within affluent post codes that also suffer from the impact of poverty.

16. There are currently seven Open Access Youth Work centres within targeted areas of the city, each led by a Senior Youth Officer, with links to a Youth Action Group (which is a collection of youth support services in each area). Some of these centres are sited in dedicated Youth Service buildings:

- North Ely Youth Centre (with some satellite provision in Caerau)
- Eastmoors Youth Centre
- Gabalfa Youth Centre
- Grassroots City Centre provision

Whilst others share a space in a Local Authority Hub:

- St. Mellon's Youth Den (dedicated space and access to shared facilities)
- Butetown Youth Services (booked access to shared facilities)
- The Powerhouse, Llanedeyrn (dedicated space and access to shared facilities).

17. Seven other thematic teams also exist, with a city-wide remit, each led by a Senior Youth Officer:

- Welsh Language Team
- Active Involvement Team
- Street-based and Mobile Provision
- Emotional Health and Well-Being Team
- Post 16 Team
- Digital Youth Work Team
- Inclusion Team

18. Additional youth provision across the City is funded via annual Youth Innovation Grants totalling £240,000, offered to Third Sector Groups, to increase provision in areas where the Local Authority offer is limited or has been withdrawn. There provisions are led by:

- Cathays & Central Youth and Community Group
- The Urdd (city wide and within the 3 Welsh medium secondary schools)
- YMCA, Plasnewydd
- South Riverside Community Development Centre
- Ministry of Life (Tremorfa, Gabalfa and Pentwyn)

19. In response to the increasing demand for Youth Work provision this year, the Youth Service has also:

- Commenced extended outreach provision in the communities of Radyr and Fairwater.
- Opened a fortnightly Youth Club, for a ten-week pilot, in partnership with the Police & Crime Commissioner at Channel View Leisure Centre.

- Delivered an extensive summer programme of activities for young people across the city.
- Recently agreed a six-month period of partnership work with the Home Office to enhance Street based youth work presence in Anti-Social Behaviour hotspots.

## **Key Findings and Recommendations of the Independent Youth Review (June 2022)**

20. The review identified significant gaps in provision within certain geographical areas across the city, confirming that it is currently unfeasible for Cardiff Youth Service to deliver universal and targeted provision for all young people using current resources. It confirmed that a one-size-fits-all description of what services should look like on the ground is of limited value and that instead the provision offered should be dependent upon the identified needs of young people and communities.
21. It was recommended that the local authority adopts a strategic approach to developing a sustainable and balanced delivery model for both universal and targeted support for young people across the city, to include a mapping of all provision in geographical areas, as part of a five-year strategic plan, to inform and capture all providers and determine whether provision is sufficient to meet the needs of young people. In the interim, it was recommended that a short-term strategy is devised to deliver pop up and road show provision, within the geographical areas without any or significantly reduced provision.
22. The review highlighted the current reliance on external funding (over 50% of the budget) and the potential risk to the sustainability of such external grant funding in the current economic climate. It recommended that a risk analysis of current funding is conducted to determine levels of risk and prioritise most effective use of resources, to strengthen and protect services provided to the most vulnerable young people.
23. Significant emphasis within the review was placed upon workforce terms and conditions, sufficiency, and qualification levels. The review recommended the recruitment of a Workforce Development Officer to support recruitment and retention, continuous professional development, workforce planning and to enable compliance with the conditions of the Education Workforce Council for qualification and registration at specified levels, according to role.
24. The review identified the need to improve professional advocacy and the profile of the Youth Service, and to ensure that there is a clear understanding of the unique role and value of Youth Work. It was recommended that a designated senior officer within the Education Directorate should have sole responsibility

of the Youth Service, and that they should have a significant understanding of contemporary youth and community work and be able to professionally advocate on behalf of Cardiff Youth Service.

25. The review commended work already undertaken by Cardiff Youth Service to enable accessibility to Welsh Language and Bilingual Youth provision, via the development of a multi-lateral partnership with Menter Caerdydd and Urdd Gobaith Cymru.
26. Whilst recognising the successful work of the Youth Service in promoting equality, inclusion and diversity, the review recommended that as the five-year strategy is developed, that in partnership with the Child Friendly Cardiff team, the service should allocate adequate resources to continue to capture and respond to the voice of young people across the city.
27. A key aim of the review was to consider the integration of the Youth Service with wider youth support services and to encourage more collaborative work with schools, with education being an integral pillar of youth work. The incidence of services working in silos in some cases was highlighted, along with a lack of alignment to the Community Focused Schools agenda. At this stage, opportunities for improvement have not been fully explored. The need for a broader medium-term review of all services for adolescents in the authority is recognised and will progress during the year ahead.

### Responding to Young People's Needs

28. Youth work is consistently essential, but its significance in Cardiff at this moment in time, in guiding, mentoring, and supporting young people should not be underestimated. Young people are facing unprecedented challenges, which is presenting in evidence from schools such as low attendance, persistent absence, rising exclusion figures, an increasing dependence upon part time education plans to support engagement and well-being, and increasing numbers of young people choosing to be educated at home.

KPIs	19/20	22/23
Secondary Attendance	93.18% ( <i>when schools closed in March 2020</i> )	88.2%
Secondary Persistent Absence • % pupils with less than 50 % attendance	Not collected	3.85% (774 pupils)
Secondary Exclusions: Number of Days Lost	1173.5	3421.5
Secondary Exclusions: Number of Days Lost per 1000 pupils.	50.35	146.81

Number of Secondary Pupils EHE	163 (Jan 2020)	295 (Oct 2023)
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29. There is a documented rise in mental health issues among young people, and complex social issues such as substance misuse, peer pressure, poverty, family breakdowns, cultural tensions, anti-social behaviours, worklessness and housing issues, all add to the challenges faced. Youth workers, and youth spaces can offer safe environments and mentorship, helping young people to cope and navigate these complex situations. Youth work can also help foster resilience by offering opportunities for young people to learn, grow, face challenges, and bounce back from setbacks.
30. Placing youth work at the heart of our communities will enable young people to access trusted adults, with a continuum of support and familiarity at school and after school via regular open access sessions, targeted programmes, and via initiatives which respond to need outside the school day and during school holidays.

### **Outline Proposals for Change**

31. In order to respond to the recommendations of the external review, the pressing issues affecting workforce deployment and EWC registration, and the increasing demands upon the Youth Service to respond to young people's needs post pandemic, a refreshed operating model for the Cardiff Youth Service is proposed, for implementation by April 2024. These proposals recognise that in the medium to longer term, further work will be required to fully understand and reshape the full range of Services for Adolescents being offered and/or commissioned by the Council to maximise service efficiency and effectiveness.
32. The vision aspired to, and the principles that will underpin the new operating model, seek to place operations on a firmer footing, with strengthened Service leadership, robust governance and performance management, parity of terms and conditions for staff, clear accountability for individual communities of need and dedicated resourcing to ensure that the most vulnerable young people can secure support.

### **The Vision and Operating Model – 'What we want to achieve'.**

33. We aim to achieve a sustainable, impactful, high quality Youth Work Offer in the city, with strong locality teams at the core, to respond to the unique needs of the individual communities that they serve. These locality teams would be sited in the areas of highest deprivation, building on the existing Cardiff Youth Service offer and would work closely with wider services for young people in their areas.



34. Each of the Locality teams would offer:
- Universal Open Access Youth Club Provision, including during school holiday periods.
  - Targeted group work for the young people that need it the most.
  - A Street Based offer to support the hardest to reach young people.
  - Supervisory capacity to lead existing Inclusive Youth Groups in their geographical area (even if these serve a city-wide membership), to ensure that all current Inclusive Groups are maintained.
  - Youth support workers which work between the local secondary schools, EOTAS providers and community-based youth provisions, to provide one to one support and mentoring to young people and contribute to other locality offers.
  - A Youth Action Group, led by the Senior Youth Officer to bring together partners at a local level to co-ordinate needs analyses and planned partnership responses.
35. The Locality Teams would be supplemented by two thematic teams:
- A Welsh Language team to continue to build the Welsh Medium Youth Work Offer in partnership with Menter Caerdydd and the Urdd.
  - A Digital Youth Work team that will take responsibility for extending youth work via digital platforms, the Youth Service website and leading upon all promotion and marketing of services offered in partnership with the Corporate Communications team.
36. A City Centre Youth team would also continue to operate at the Grassroots location, but the offer would be modelled differently to respond to the demands of young people in the city centre environment, including those at risk of homelessness, or in crisis. This team would work in close partnership with other multi agency support service providers to respond effectively to complex needs.
37. The size of the locality teams and the number of teams could be scaled up or down to respond to presenting demand across the city. However, reach into new areas of operation will be dependent upon affordability, and the youth service being able to secure appropriate operating spaces.
38. In order to achieve this, in the short term, we propose to deliver:
- Enhanced strategic leadership of the Youth Service, through the appointment of a Principal Youth Officer, supported by two Youth Service Managers.

- A new Performance, Governance and Administrative Support team, to improve all aspects of corporate governance in the service, in particular financial and performance management, and greater accountability for outcomes for young people.
- A Workforce Development Strategy, led by a new Workforce Development Officer to enable compliance with Education Workforce Council registration requirements, to aid recruitment and retention, and to improve opportunities for continuous professional development in accordance with the National Occupational Standards for Youth Work in Wales.
- A more agile, responsive workforce, available 52 weeks of the year with parity of terms and conditions, enabling services during school holiday periods.
- A sustained focus upon Youth Engagement & Progression, refocusing the use of the Vulnerability Assessment Profile in secondary schools, and within EOTAS settings to ensure pupils in Years 10 and 11 of their secondary education are closely tracked, monitored and supported in the lead up to Post 16 transition.
- A new referral pathway to enable 1:1 youth work support to be requested for any young person, via a central triage and allocation point, enabling allocation of support from the locality team serving their area of residence. Support for Children Looked After will be prioritised. Youth workers would also aim to support young people being 'stepped down' from statutory services, such as Youth Justice Services.
- Over time, this centralisation of intelligence will enable a much greater understanding of need and will contribute to the future integration of referral pathways across the Council, to enable one point of entry to targeted support from the broader range of services for young people.
- An improved Cardiff Youth Service Website and Information Service, to provide easily access to the services on offer.
- An improved Youth Work Curriculum Offer, which explores opportunities to re-introduce access to informal and non-formal activities that offer greater experiential learning, including Outdoor Education, Adventure, Exchanges, and the Duke of Edinburgh Award.
- Improved Service Level Agreements with any third-party accessing Youth Innovation Grants from the Council, which clearly set out the standards of service expected and the impact to be achieved.
- Improved youth work environments within core buildings ensuring that all essential maintenance works to address any health and safety concerns are completed without delay.

39. Once these fundamental changes have been implemented, we propose to commence the development of a Five-Year Youth Work Strategy for Cardiff, which would include a defined approach to the designation of a variety of 'Youth Work spaces' across the city.

40. This Youth Work Strategy would form part of a wider integrated corporate strategy for 'Services for Adolescents', whereby we would actively seek opportunities to integrate youth work with wider citywide developments such as Community Focused Schools, Sustainable Communities for Learning, shared Multi-use Community Hubs, Play, Community Safety & Inclusion, Violence Prevention, Early Help & Family Support, Into Work & Advice Services, Adult Learning and Council Place Making strategies.

### **Key Principles**

41. The key principles underpinning the proposed operating model are:
- Young people's engagement with services will be voluntary, starting at whatever point they are in their lives, regardless of circumstance, to promote a sense of belonging, self-worth, aspiration, pride and citizenship.
  - Youth work will have at its core the importance of providing safe environments and spaces for young people, to support their safety and well-being at all times.
  - Young people have the right to access youth work through the mediums of English and Welsh.
  - Youth work will be delivered by professionals qualified in accordance with the expectations of the Education Workforce Council, from Level 3 to Degree qualified.
  - Staff will benefit from progression pathways through the service, with roles defined at a sequence of levels, complemented by opportunities to join the service as a volunteer, trainee or apprentice, and to secure placements through partnership with degree providers.
  - Youth work leaders will enable and encourage strong partnership and collaboration at a Locality level, to optimise the knowledge, skills, experiences and resources of others – for example, Community Hubs, the Third Sector, Leisure & Recreation providers and Neighbourhood Policing teams.
  - Youth work resources will be deployed carefully to ensure that youth workers fulfil roles that most need their skills and aptitude, to achieve greatest impact.

- Meaningful participation, equality and inclusion will be paramount across the service, and will be considered a priority for all, not only for singular themed teams.
- Where it is necessary to maintain dedicated, thematic, inclusive youth clubs, to respond to the needs of discrete targeted groups, these will continue. Good practice will be shared across the service.
- Children Looked After will be prioritised in any request for one to one youth work support.

### Changes to the Existing Model of Provision

42. To achieve the desired shift to the new Operating Model, the following existing practices would need to change:
- **Street based Youth Work** – would be embedded in locality teams, led by the locality Senior Youth Officer and where appropriate will complement other frontline engagement services offered by services such as neighbourhood policing and community inclusion teams.
  - **Emotional Health & Well-being** – practice would be embedded in locality teams, with all teams offering youth work led projects to support young people’s emotional health and wellbeing.
  - **Inclusion** – existing ‘inclusive youth clubs’ would be managed by the locality team within the geographical area in which they operate. For example, the ‘Deaf Club’ would be managed by the East Locality Team. All locality teams would be expected to deliver inclusive practice across the wider range of services they offer.
  - **Active Involvement** – as a key pillar of youth work, all teams would be expected to be fully trained in Participation standards and Children’s Rights, to promote the meaningful engagement of young people in governance and curriculum. The Child Friendly Cardiff Team would retain leadership of the Cardiff Youth Council, to ensure this is strategically utilised across the Council, and would provide any Rights or Participation based training required by the Youth Service workforce.
  - **Post 16** – the management of Careers Wales 16 – 18 NEETS data and the allocation of youth mentoring support would continue in accordance with the requirements of the Welsh Government Youth Engagement and Progression Framework. Where possible, referrals for Post 16 youth mentoring support, for those ready to enter the Labour Market, would be signposted to Into Work Services. The Youth Service would seek to provide the more intensive support to young people who are not ready to move into education, employment or training due to complex barriers and challenges in their lives.

- The Youth Service would no longer manage the entire Vulnerability Assessment Profile (VAP) for children and young people. Responsibility for the ongoing development and deployment of this tool would be considered by the Children & Young People's Board, to explore join up with the 'Single View of a Child' developments in the Corporate Centre. This would ensure that a wider perspective of the presenting needs of children and young people can be considered by a wider range of services, with a joined-up and co-ordinated Council wide response.
  - Senior Youth Officers would be expected to collaborate to manage shared challenges and opportunities across the service, with Senior Youth Support Workers developing areas of expertise in certain practice, to drive innovation and change across the service and build capacity.
  - Staff contracts will be reviewed to enable services to be delivered more flexibly over 52 weeks of the year, instead of 44 weeks (term time only).
43. The desired outcome of the above changes would be a more robust, resilient, and responsive service, enabling a more efficient and effective service to be provided to young people, in particular the most vulnerable. All changes would be managed through the Council's Management of Change process.

### **Financial Implications**

44. The report sets out the new Youth Services operational model aspirations following the Youth Review and its subsequent recommendations. Underpinning the operational model are key principles, of which their implementation will likely have revenue financial implications. Their implementation will require appraisal of different delivery options, and detailed financial implications verified by finance will need to be authorised following sufficient oversight from appropriate levels of management across the authority. The implementation of the model will need to be within future financial parameters, which will be set out as part of the budget setting process for 2024/25.

**Legal Implications (including Equality Impact Assessment & Child's Rights Impact Assessment where appropriate) DRAFT PENDING CLARIFICATION.**

45. The report sets out a number of general proposals and aspirations. Legal advice should be sought with regards any specific proposals as and when developed and prior to proceeding.

Equality Duty:

46. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This means the Council must give due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.
47. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.

Child's Rights Impact Assessment

48. *To follow*

Well Being of Future Generations (Wales) Act 2015

49. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
50. In discharging its duties under the Act, the Council has set, and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff's Corporate Plan 2023-26. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

51. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term.
- Focus on prevention by understanding the root causes of problems.
- Deliver an integrated approach to achieving the 7 national well-being goals.
- Work in collaboration with others to find shared sustainable solutions.
- Involve people from all sections of the community in the decisions which affect them.

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

#### General

52. The decision maker should be satisfied that the decision is in accordance with the financial and budgetary policy and represents value for money for the council. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards. With regards any contracts and/or grants, the client department should comply with any relevant rules and procedures, including but not limited to contract procedure rules and associated legislation.

#### HR Implications

53. The reorganisation of the Youth Service is being recommended to develop a sustainable and balanced delivery model, to ensure that there is a skilled, engaged, and diverse workforce in order to deliver the service and priorities within the Youth Service as set out in paragraph 37 of the report. The report sets out how the proposals will achieve the required change in a structured and planned approach in a fully consulted way.

54. A full consultation with staff and trade unions would need to take place following the agreement of this report. Full support would be offered to staff and managers by HR People Services throughout the reorganisation of the Youth Service. This would involve guidance for Senior Managers on the process, agreed timescales, attendance at consultation meetings, meetings with staff

where appropriate and managed within the Councils HR Policies and Procedures and the provision of FAQs to Staff.

55. Where possible existing staff would resource the reorganised Youth Service structure, which ensures that skills and knowledge are retained and offers development opportunities to existing staff.
56. A key aspiration for the Council is to achieve staff reductions as far as possible through redeployment rather than voluntary or compulsory redundancies. Therefore, the Council is committed to maximising opportunities for staff to secure employment in other areas of the Council, through redeployment into required vacancies in Directorates.

### **Property Implications**

57. There are no specific property implications in respect of the 'Achieving A Sustainable Youth Work Offer For Cardiff report'. Where there are any associated property management matters, acquisitions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

### **Reason for Recommendations**

58. The following recommendations are made to ensure that Cardiff Youth Service can respond efficiently and effectively to the increasing demands for support for young people at a community level and meet all legislative requirements for Youth Work in Wales.
59. Implementation of the new operating model will build solid foundations for the service to integrate as an important core component of a broader range of services for adolescents in the medium to longer term.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Agree the proposed Vision, principles, and new operating model for Cardiff Youth Service.
2. Endorse the proposed focus upon Locality working, to strengthen and integrate youth work disciplines in a locality area, ensuring that teams are responsive to the needs of the community that they serve.



3. Receive updates from the Director of Education and Lifelong Learning, and relevant cabinet member, on the delivery of the actions identified within the report, to receive assurance that resources are appropriately prioritised to address the needs of the most vulnerable and at-risk children and young people.
  
4. Receive updates from the Chief Executive and relevant members of the Senior Management Team, in consultation with the relevant cabinet members, in due course, upon work being undertaken to work towards the longer term goals to integrate the Youth Service more effectively with wider Services for Adolescents.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Director Name</b>