

## Appendix One Youth facilities in Wirral

On 8<sup>th</sup> July 2010, key stakeholders in Wirral took part in a scenario planning workshop.

Local authorities face a great deal of uncertainty over the next 12 months. New policies and strategies will be announced and plans will need developing. Although it is often tempting during periods of uncertainty to focus on operations rather than strategy, it is often when strategy is most useful.

Wirral is in an interesting position. There are opportunities to develop new places for young people to go, through partnerships with social enterprise, community and voluntary sector and local and regional charitable organisations. There is uncertainty about the future but there are also possibilities.

The scenario planning workshop aimed to provide Wirral with some clear actions to take forward for the strategy during this uncertain period and well into the future.

This session had the following objectives:

- Understand the current position of youth facilities in Wirral
- Describe the issues (and opportunities) facing the delivery of youth facilities
- Describe the different scenarios for the future and identify how those will effect delivery
- Prioritise the actions for the future delivery of youth facilities.

### Approach

The workshop was attended by 25 people. This included:

- ...

During the course of the session the participants worked in three groups and covered the following areas:

- Current position – an outline of the progress the strategy had made to date;
- Issues and opportunities – the groups considered what the current issues and opportunities are facing places for young people to go. These were grouped into certainties, uncertainties and things they were unsure on;
- Planning scenarios – each group was allocated a scenario to develop;
- Developing actions – each group then developed actions to deliver the strategy, given their scenario
- Group prioritisation – all participants then agreed what actions were priorities going forward.

### Workshop outcomes

A full write up of all the exercises is provided as an appendix. The specific outcomes from all the groups are shown below.

## Issues and opportunities

The first session considered the issues and opportunities happening in Wirral. This generated a list of 'certainties'. These were those issues and opportunities that are certain to take place. As a group the following certainties were agreed:

- There are the new youth hubs;
- There is a need to market the existing hubs more;
- There is a lack of funding;
- Too much red tape to access schools;
- Need to utilise existing facilities better
- There is an opportunity to do things differently;
- Voluntary sector will play a bigger part;
- There is a need for integrated provision;
- There are territorial issues that need addressing;
- There are improving (but still some) parochial services; and
- Need for higher quality of provision.

This session helped highlight the need to re-think roles in the different sectors. It also helped highlight the need for places for young people to go remains and will continue to do so.

## Scenarios

Based on the certainties set out above the groups then developed their scenarios. The groups explored the likely impact on people, places and strategy of each of their scenarios. The groups explored:

- Increased opportunities for funding and services;
- Increased capital opportunities but no further revenue;
- Maintaining the status quo (some cuts to funding and services); and
- Drastic cuts to services and funding.

Once the scenarios were developed two questions were posed:

1. What does you group think the priorities for youth facilities should be?
2. What specific actions should we (this group) take to deliver it?

A summary of the scenarios developed is given in the Appendix.

## Actions

The main outcome of this workshop was a series of prioritised actions. These actions were agreed by the group. Each group had to keep in mind their scenario and when agreeing the action whether it was relevant to their scenario before agreeing. All actions were accepted, although six were set aside for more detailed consideration later (these are shown at the end of the table).

These are summarised in the table below, showing both their priority and difficulty.

Action	Priority	Ease
<b>Create a steering group</b> – create a group to drive forward youth facilities. Consider how it will fit with existing structures and have accountability. Also consider the need for delivery groups. <i>Maureen McDaid to lead</i>	High	Easy
<b>A greater role for the community and voluntary sector</b> – this could involve an audit of skills. A job description/role description for each of the partners would also be beneficial	High	Medium
<b>Work with transport providers</b> – some work with transport providers is taking place. This needs to be continued and included in any discussions for new locations	Medium	Medium
<b>Monitor and prepare to change</b> – revisit the current monitoring and reporting arrangements. Coordinate the monitoring requirements so they can help direct services and activity	Medium	Medium
<b>Young volunteers</b> – Develop opportunities for young people to work as volunteers	Medium/High	Medium/Hard
<b>Marketing strategy</b> – Develop a marketing strategy for existing facilities	Medium/High	Medium/Hard
<b>New ways of working</b> – Develop a vision, values and ethos that underpins the way you approach and develop youth facilities	Medium/High	Hard
<b>Age appropriate services</b> – focus on delivering appropriate and focused services	Medium/High	Hard

The six actions/priorities identified to consider in more detail later were:

- Set a long term aim as having a new central iconic youth centre with world class facilities;
- Explore how family/community work can be integrated into any provision;
- Greater integration of services to reduce duplication (including rationalisation);
- Better utilisation of existing buildings;
- Increase in outreach and getting young people engaged; and
- Explore opportunities for transport exploring routes to access the facilities.

## Appendix 1 – detailed write up

### Issues and opportunities

	Group 1	Group 2	Group 3	Group 4
Certain	<p>Need to utilise existing buildings better ex: 7 waves radio, millennium centre, 3 doctors centres, 8 newsletter, 2 community centres, adventure playground, leisure centre, tenants association. Very disjointed</p> <p>Chaos theory – understand strange attractors</p>	<p>Lack of mobility – territorial</p> <p>Need provision when schools are closed</p> <p>Should be focusing activity on more vulnerable/ hard to reach young people</p> <p>Need for well trained youth workers in existing provision</p> <p>Make best use of resources – imaginative</p> <p>Large number of other types of provision e.g. uniformed groups, leisure centres</p> <p>Young people require higher standards of provision with good quality facilities</p>	<p>No grouping of issues took place but the discussion covered:</p> <p>Flip flopping of council priorities</p> <p>Has to be an integrated service</p> <p>Day time integration</p> <p>Transport costs</p> <p>Mapping</p> <p>Territorialism</p> <p>Shared vision/values</p> <p>Can be culture clashes</p>	<p>Youth hubs</p> <p>Effective marketing of the hubs</p> <p>Less funding</p> <p>Too much red tape in getting access to schools to survey young people</p>
Unsure	<p>If services are reduced from universal provision, focus would have to be on those most disaffected. Do they have the ability to fall back on other providers. Who are</p>			<p>Unsure of what other young people (not the 28% currently engaging) are doing</p> <p>Are hubs/ youth facilities available for other youth providers</p>

	Group 1	Group 2	Group 3	Group 4
	<p>we all taking to?</p> <p>Needs to mobilise partnerships. Can this be a role for the local authority</p>			
Uncertain	<p>Assets, what are the physical, human, business, skills assets. Community balance sheet</p> <p>Who are the local business champions – 40% of funding for fairbridge</p>			Uncertain of national priorities for youth service

## Scenarios

	Drastic cuts	Status Quo	Capital opportunities	Increase in opportunities
Places	<p>Bring into the fold the community and voluntary buildings</p> <p>Transport is essential</p>	<p>Continued consolidation on hubs</p> <p>Volunteer provision continuing</p> <p>Explore options on use of community venues (schools/sport centres)</p>	<p>To include full day time use for young people</p> <p>Fewer but better</p>	<p>Others – develop</p> <p>Physical – renew/refurb/replace</p>
People	<p>Authority maintains the quality and safeguarding role</p> <p>Community Asset Transfer (all or nothing) no – needs a detached body to</p>	<p>Voluntary sector: improved links</p> <p>Build on voluntary workers and provide training</p> <p>Flexible approach</p>	<p>Cultural change for staff</p> <p>Loss of identity for individuals/organisations</p> <p>Relocation</p> <p>Ensure quality/professionalism of</p>	<p>More – develop staff provide training opportunities and volunteers</p>



	Drastic cuts	Status Quo	Capital opportunities	Increase in opportunities
	give a structure	to hours Do we need to look at staffing level/rules	workers Young peoples voices to be heard	
Strategy	<p>Shared resources, buildings used by all services</p> <p>Either chaos theory or a stronger and clearer strategy</p> <p>Mapping exercise vita</p> <p>Acknowledges that if cuts come to the local authority it will impact heavily on the community and voluntary sector</p>	<p>Effective needs assessment</p> <p>Explore options to enhance partnerships</p> <p>Seek additional funding sources</p>	<p>Pool revenues (LA + Vol + other)</p> <p>Must be for young people by young people</p> <p>Better quality but fewer buildings could provide a potential revenue saving</p>	Yes – bit of a living flexible document that enables engagement