

# Creating Sustainable Youth Work

A New Vision in Youth Services  
LGA December 2017

Sandra Richardson  
(CEO Knowsley Youth Mutual)



## A very brief History.....

- The context and vision 2012
- The “spin out” 2014
- The things that mattered, services, jobs and ownership
- Incredible challenges in the early days
- Incredible challenges every day since !!!
- Focus on our two big Questions



How do we make the organisation sustainable?

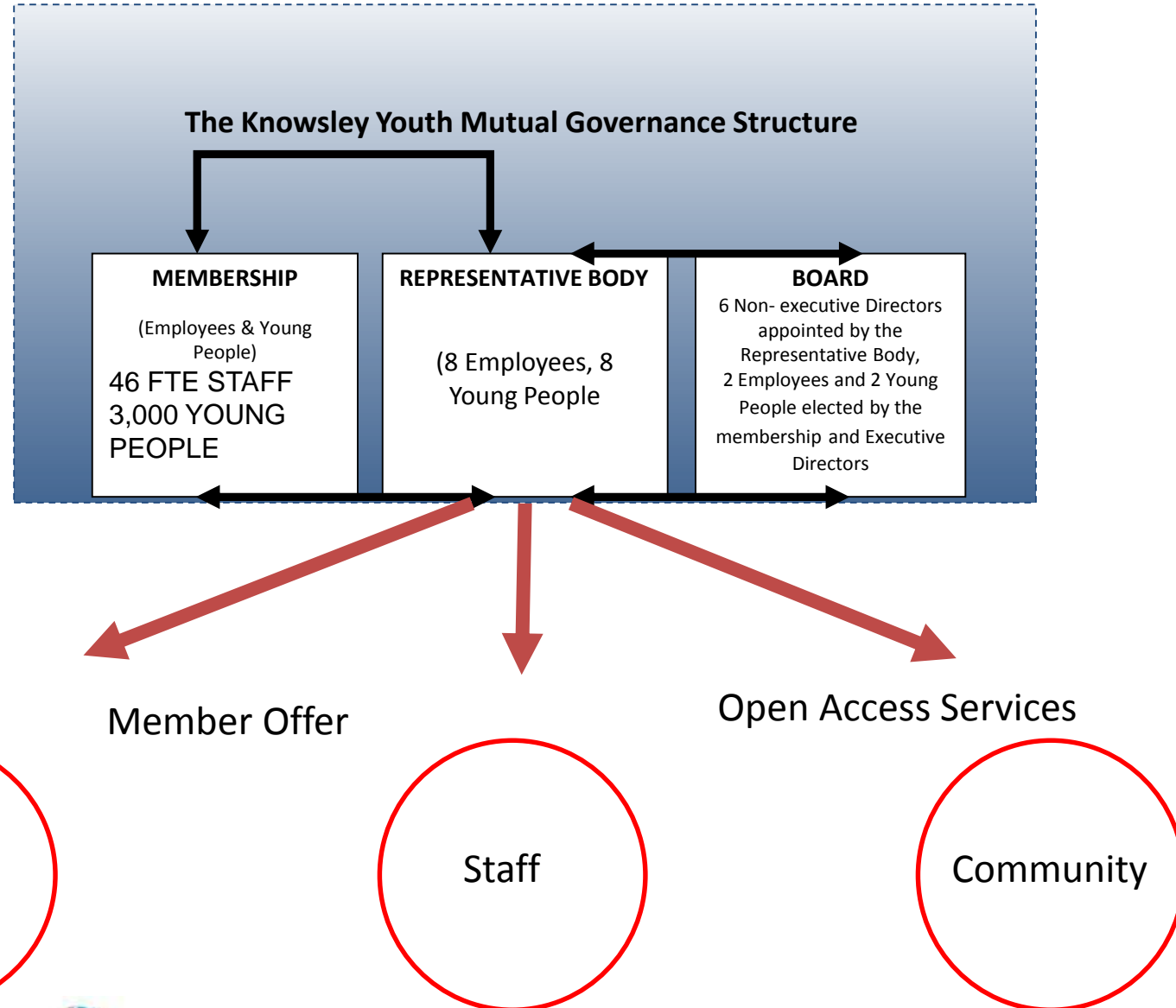
## **BUSINESS DEVELOPMENT**

How do we grow staff and young people OWNERSHIP of KYM?

## **CULTURAL CHANGE**



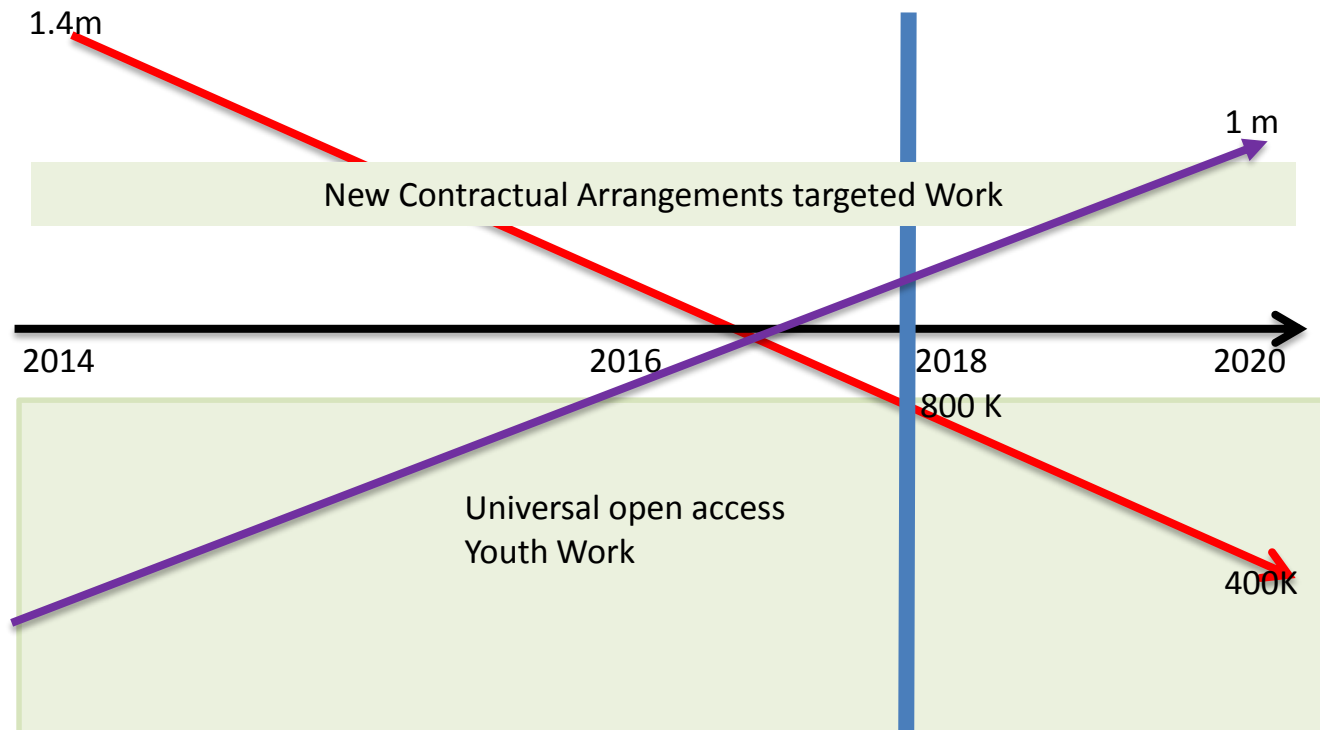
## All about OWNERSHIP and Developing that Culture



The **Financial Context** and the balance in the Service Base **between Universal Open access and targeted Youth Work.**

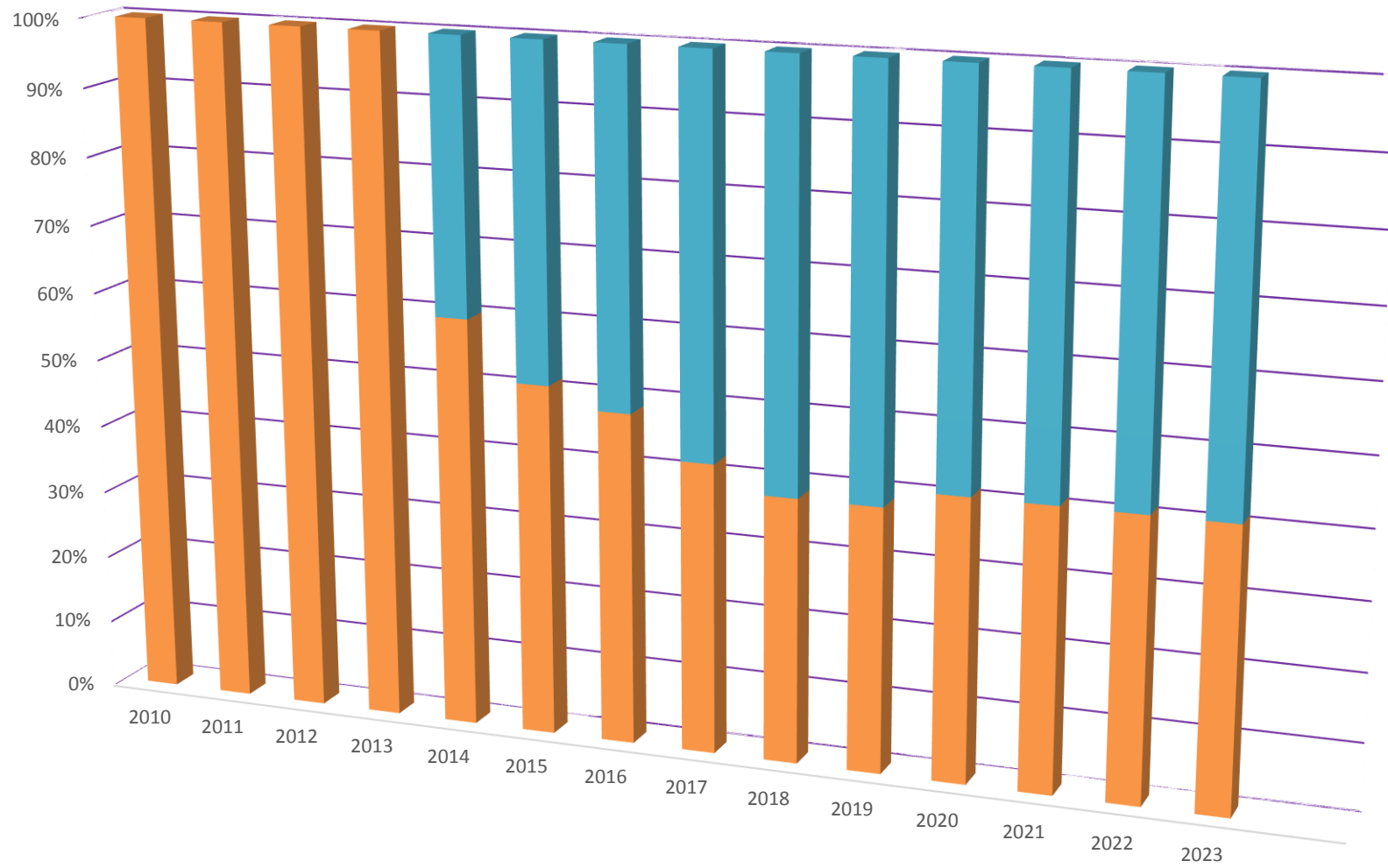


# Continued financial reductions for Open access Youth work

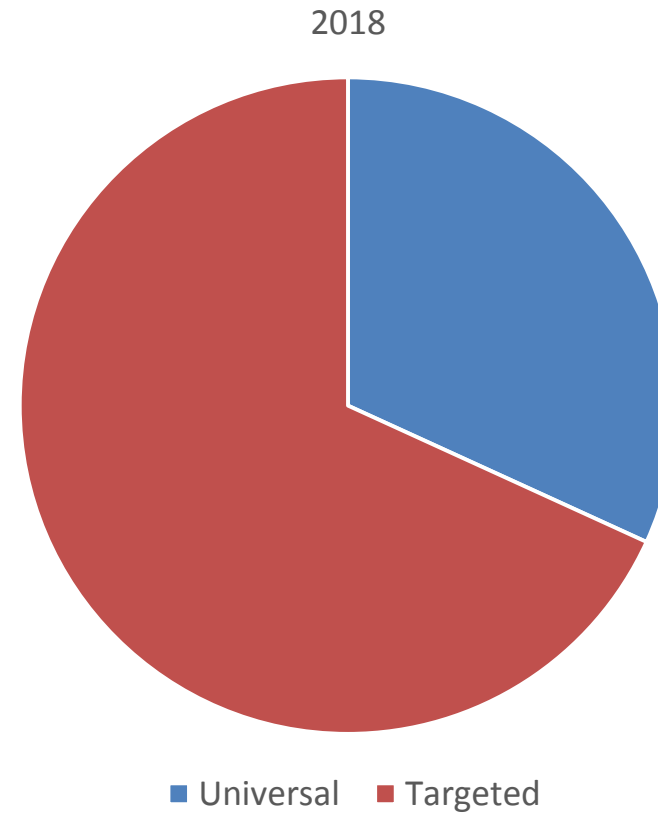
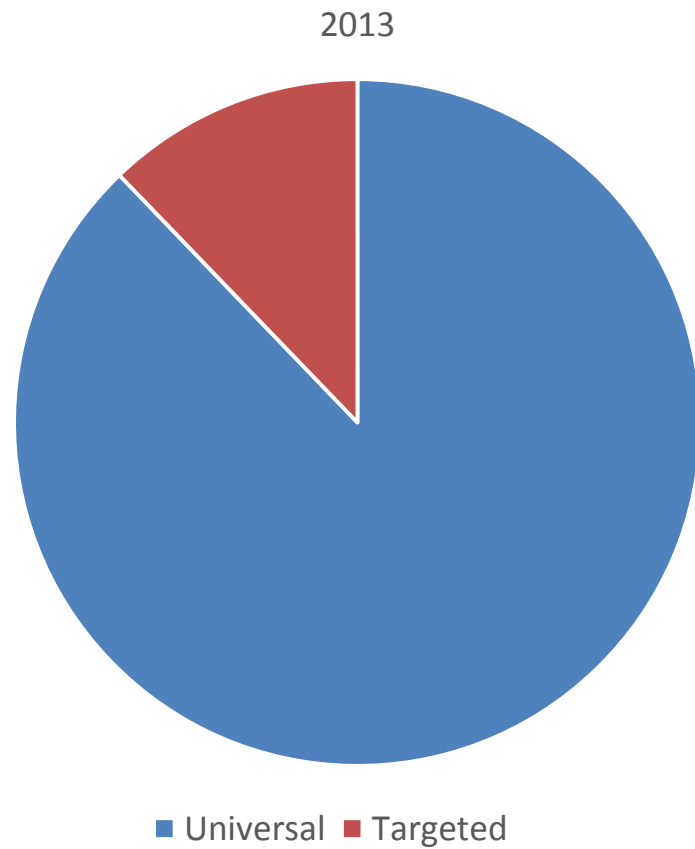


Organisational change

# Income Shift from KMBC to KYM



# Shift in Service Base





**Level Three/ Four**  
**Issues and Risks KMBC and Partners**

**Step Down**

**Child Sexual Exploitation, Children Looked After, Domestic Violence, Youth Offending, Edge of Care**

Contribution to Safeguarding Board, Voice of Child, MACSE, SHIELD, Early Help processes  
 Safeguarding Procedures



**Level Two Youth Work Commissioned Interventions**

For example: Young Carers, Interact, NEET, LGBT, Meadowbrook

**Step Across**

**Level Two Targeted Youth Work**

One to One, Group Work, Targeted Outreach

Referral to other services and interventions across Early Help partnership including commissioned interventions



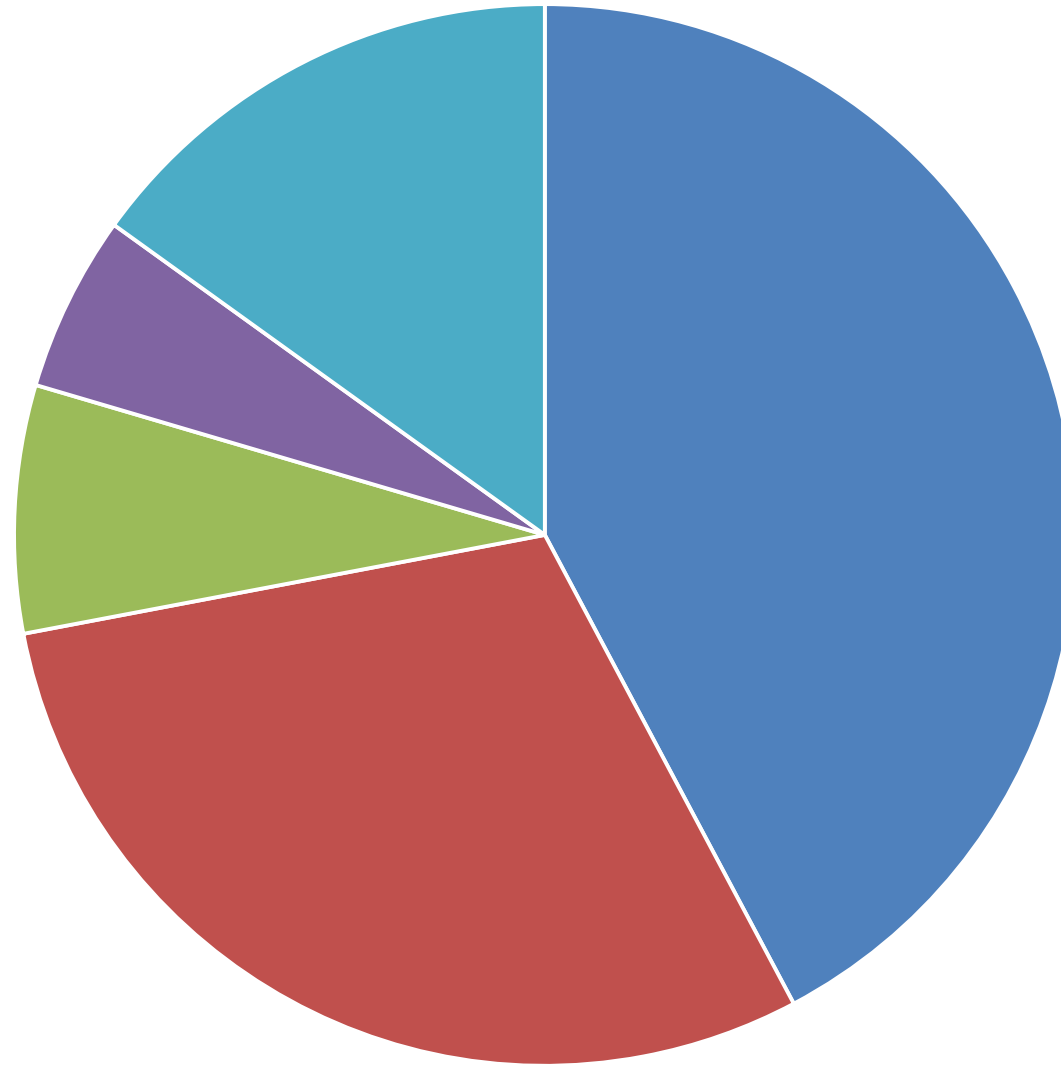
**Level One Youth Work Targeted Prevention**

Positive Activities, Youth Clubs, Holiday Programmes, Outdoor Education, Awards and Accreditation, Youth Voice, THiNK

Other community and leisure activities outside the Youth Service offer

**Step Up**

## Current Income Sources



■ KMBC Core Contract

■ Other Contracts

■ New Products and Services

■ Resources and Assests

■ Grants and sponsorship

■



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## Business Development

- Understanding the contextual change from LA to Enterprise
- Getting the products services and prices right
- Knowing what to sell; but where's the Market?
- Roles, organisational shape and capacity, managing change and growth
- Commercial development, how to do it?



## Business Development the Key Elements for us

**“In order to replace the £1 Million lost in Open Access revenue for youth Services in Knowsley KYM would need to generate £10 million of new contracts. (10% margin)”**

- The core contract with KMBC
- Other contracts for young people’s services
- New “products” and “services”
- Getting the most from Assets
- Grants and sponsorship

# The CHALLENGE of keeping Universal Open Access and PREVENTION ALIVE

## WHY?

This is what we believe works

## BUT HOW CAN IT HAPPEN?



## Some Business Development ideas

- Building new relationships with commercial and business sector, sponsorship
- Building new capacity through young people as co-producers and adult volunteers
- Investing in youth work training to ensure quality standards of delivery
- Maximising funding through grants and awards
- Selling more services across a wider footprint (regional/national)
- Centre of Excellence for outdoor education (supply chain)
- Developing commercial ventures e.g.. Augmented Climbing Wall/ residential centre
- Developing commercial skills in staff and young people (Youth Club Challenge)

Being Competitive **VALUE** for **MONEY** with **EXCELLENT** results

**De-escalate**

Provide Pathways and services that mean young people require less expensive interventions

**Have quality, measurable impact**

That demonstrates you have achieved the a given social outcome cheaper than other agencies

**Have a clear social value:**

know the wider impact of your intervention and the additional benefits its brings to Society

Hold Firm the **VALUE BASE, VISION and PURPOSE** of **YOUTH WORK**



Thanks for Listening  
Questions and Clarifications

[sandra.richardson@youthmutual.co.uk](mailto:sandra.richardson@youthmutual.co.uk)

