KEY DECISION NOTICE

SERVICE AREA:	Community, Adults and Health Services
SUBJECT MATTER:	**A NEW PARTNERSHIP YOUTH OFFER**
DECISION:	1) To approve in principle the vision and the principles for the new Partnership Youth Offer, subject to consultation with partners to develop an affordable programme of activities and the workforce in respect of the restructure required to deliver the vision following such consultation a final decision will be made on the service offer. 2) That consultation continues with partners and staff as set out in section 7 of this report. 3) To approve the Partnership Pledge for the new Youth Offer and its continuing development with partners. 4) To approve work to progress the redesign of the service structure in recognition of the needs of the Partnership Youth Offer. 5) That the budgets for Youth services be re-aligned as set out in this report. 6) As part of the Partnership Youth Offer, to agree a provision for the commissioning of services from the Tameside Sports Trust, up to a maximum value of £0.080m in 2013/14 and £0.060m in 2014/15.
DECISION TAKER(S):	Councillor Allison Gwynne
DESIGNATION OF DECISION TAKER(S):	Executive Member - Services for Children and Families
DATE OF DECISION:	30 August 2013
REASON FOR DECISION:	The proposal outlined in this report is considered to be the best possible approach to achieving the efficiencies required whilst maintaining positive activities for young people as part of a broader neighbourhood offer. The decision is needed to agree the fundamental principles of a new Youth Offer and to also plan and implement a service redesign immediately in order to achieve a balanced budget in 2014/15.
ALTERNATIVE OPTIONS REJECTED (if any):	Strategically the approach suggested allows us to develop an offer in conjunction with communities, partners and young people. An alternative option would be to implement efficiencies immediately without providing a strategic vision as to how partners and communities can work together to provide a comprehensive service to young people in the right place at the right time. The chosen option allows for maximum provision whilst still achieving the required efficiencies for the service.
CONSULTEES:	Comprehensive discussions have taken place with the Executive Member for Health and Neighbourhoods, internal and external partners including Children Services, Registered

	Social Landlords, The Fire Service, Public Health and Greater Manchester Police. A partnership approach is being adopted in order to jointly deliver positive activities for young people in each geographic area.
FINANCIAL IMPLICATIONS: **(Authorised by Borough Treasurer)**	The resource envelope available for the delivery of the Youth Offer in 2013/14 is £0.843m, reducing to £0.500m from 1 April 2014. The Youth Offer needs to be delivered within the allocated resource which will be monitored as part of the Councils Revenue Monitoring process. Given the scale of the budget reductions required it is inevitable that staff will be put at risk as a result of these proposals. Exit options will therefore be required to fully realise the proposed budget reductions. The Neighbourhoods service needs to deliver its services within its funding envelope.
LEGAL IMPLICATIONS: **(Authorised by Borough Solicitor)**	The Council has a statutory duty to deliver services within a balanced budget. The Council has suffered a 30% reduction in central government grant with a further 10% reduction advised for 14/15. Consequently services need to redesign to ensure that they can achieve a balanced budget in the next 2-3 years without further significant impact to ensure stability. It is necessary that before any service offer is completed that appropriate consultation takes place with the public, workforce and partners and that an equality impact assessment is undertaken – this will be necessary for the final determination of the way forward for the service.
CONFLICT OF INTEREST:	None
DISPENSATION GRANTED BY STANDARDS COMMITTEE ATTACHED:	N/A
ACCESS TO INFORMATION:	The background papers relating to this report can be inspected by contacting the report author, Lisa Lees, Head of Neighbourhood Services, by: ☎ Telephone: 0161 342 2505 E-mail: Lisa.lees@tameside.gov.uk

Signed.....30th..... **Dated : August 2013**

Councillor Allison Gwynne, Executive Member - Services for Children and Families

KEY DECISION REPORT

SERVICE AREA:	Community, Adults and Health Services
SUBJECT MATTER:	**A NEW PARTNERSHIP YOUTH OFFER**
DATE OF DECISION:	28 August 2013
DECISION TAKER	Councillor Allison Gwynne – Executive Member Services for Children and Families
REPORTING OFFICER:	Adam Allen, Assistant Executive Director – (Community Services)
REPORT SUMMARY:	This report sets out the plans for a proposed new Youth Offer in Tameside which will be launched in September 2013. The new offer will achieve budget reductions whilst maximising engagement with young people, partners and communities to enable a coherent approach to the delivery of activities for young people within the broader neighbourhood offer. The youth offer will co-ordinate and deliver a range of provision that contributes to the broader aims of supporting young people. This will support the Council priorities of increasing prosperity and increasing self-sufficiency, whilst protecting the vulnerable. The offer will be adapted over time to be further integrated within the broader Neighbourhood Offer and is planned to be delivered in partnership with communities and the voluntary sector. Implementation will take place in two stages. Building on recent consultation exercises and local information, stage 1 includes the development of a Partnership Pledge which will be embedded in the approach and delivery of how we jointly work with young people in the future. The Pledge outlines the key principles ambition to continually develop and refine our approach. The second stage will involve the redesign of the current staffing structure. The budget needs to be reduced from 1 April 2014 to deliver £0.343m savings. This is a reduction of 41%.
RECOMMENDATIONS:	1) To approve in principle the vision and the principles for the new Partnership Youth Offer, subject to consultation with partners to develop an affordable programme of activities and the workforce in respect of the restructure required to deliver the vision following such consultation a final decision will be made on the service offer. 2) That consultation continues with partners and staff as set out in section 7 of this report. 3) To approve the Partnership Pledge for the new Youth Offer and its continuing development with partners. 4) To approve work to progress the redesign of the

	service structure in recognition of the needs of the Partnership Youth Offer. 5) That the budgets for Youth services be re-aligned as set out in this report. 6) As part of the Partnership Youth Offer, to agree a provision for the commissioning of services from the Tameside Sports Trust, up to a maximum value of £0.080m in 2013/14 and £0.060m in 2014/15.
JUSTIFICATION FOR DECISION:	The proposal outlined in this report is considered to be the best possible approach to achieving the efficiencies required whilst maintaining positive activities for young people as part of a broader neighbourhood offer. The decision is needed to agree the fundamental principles of a new Youth Offer and to also plan and implement a service redesign immediately in order to achieve a balanced budget in 14/15.
ALTERNATIVE OPTIONS REJECTED (if any):	Strategically the approach suggested allows us to develop an offer in conjunction with Communities, Partners and Young People. An alternative option would be to implement efficiencies immediately without providing a strategic vision as to how partners and communities can work together to provide a comprehensive service to young people in the right place at the right time. The chosen option allows for maximum provision whilst still achieving the required efficiencies for the service.
CONSULTEES:	Comprehensive discussions have taken place with Executive Member for Health and Neighbourhood, internal and external partners including Children Services, Registered Social Landlords, The Fire Service, Public Health and Greater Manchester Police. A partnership approach is being adopted in order to jointly deliver positive activities for young people in each geographic area.
FINANCIAL IMPLICATIONS: **(Authorised by Borough Treasurer)**	The resource envelope available for the delivery of the Youth Offer in 2013/14 is £0.843m, reducing to £0.500m from 1 April 2014. The Youth Offer needs to be delivered within the allocated resource which will be monitored as part of the Councils Revenue Monitoring process. Given the scale of the budget reductions required it is inevitable that staff will be put at risk as a result of these proposals. Exit options will therefore be required to fully realise the proposed budget reductions. The Neighbourhoods service needs to deliver its services within its funding envelope
LEGAL IMPLICATIONS: **(Authorised by Borough Solicitor)**	The Council has a statutory duty to deliver services within a balanced budget. The Council has suffered a 30% reduction in central government grant with a further 10% reduction advised for 14/15. Consequently services need to redesign to ensure that they can achieve a balanced budget in the next 2-3 years without further significant impact to ensure stability. It is necessary that before any service offer is

	completed that appropriate consultation takes place with the public, workforce and partners and that an equality impact assessment is undertaken – this will be necessary for the final determination of the way forward for the service.
RISK MANAGEMENT:	There are significant risks in delivering the level of budget reductions required going forward, the structure proposed in this report minimises risk of service reduction by maximising partnership work and maximising the opportunities to retain vital services going forward.
LINKS TO COMMUNITY PLAN:	The new Youth Offer will play a vital role in delivering all of the aims of the community strategy
ACCESS TO INFORMATION:	The background papers relating to this report can be inspected by contacting the report author, Lisa Lees, Head of Neighbourhood Services, by: Telephone: 0161 342 2505 E-mail: Lisa.lees@tameside.gov.uk

INTRODUCTION

1.1 In February 2013 Executive Cabinet approved the principles for a new way of working in our communities. This Neighbourhood Offer aims to align service delivery in neighbourhoods based on co-operation, consultation and evidence. The offer also aims to bring together under a single leadership those services that are delivered within the community. A key service within communities is the youth service and a decision was taken to transfer the service across to community services from 1 April 2013.

1.2 This report identifies the development of a new vision for youth services in Tameside. It sets out plans for the implementation of a new Partnership Youth Offer in Tameside to be launched in September 2013. The new offer will achieve budget reductions whilst maximising engagement with young people, partners and communities to enable a coherent approach to the delivery of activities for young people within the broader Neighbourhood Offer.

1.3 A new redesigned Partnership Youth Offer presents a fantastic opportunity to bring together a much wider range of opportunities for young people into one coherent and publicised offer. For example local community youth groups, scouting and cadet groups can be brought into the offer along with traditional partners such as the Sports Trust, Fire Service and Registered Social Landlords whom all currently provide a wealth of activities and wish to work with us to provide more. By bringing all these partners together, we can better target resources and bring in greater external funding.

1.4 The Partnership Youth Offer will co-ordinate and deliver a range of provision that contributes to the broader aims of supporting young people. This will support the Council's priorities of increasing prosperity and increasing self-sufficiency, whilst protecting the vulnerable. The offer will be adapted over time to be further integrated within the broader Neighbourhood Offer and is planned to be delivered in partnership with communities and the voluntary sector.

1.5 It is proposed that the implementation will take place in 2 stages. Building on recent consultation exercises and local information, stage 1 includes the development of a Partnership Pledge which will be embedded in the approach and delivery of how we jointly work with young people in the future. The Pledge outlines the key principles and ambition to continually develop and refine our partnership approach. The second stage will involve the redesign of the current staff structure in order to achieve a 41% annual saving for the service by 1 April 2014. This will see the budget reduce by £0.343m.

1.6 This report sets out the vision for the new offer, describes the results of the consultation, the content of the offer and the implementation approach.

2. THE VISION

2.1 The vision to develop a neighbourhood offer was supported by Executive Cabinet in February 2013 and, through integrated partnership working, aims to develop neighbourhoods that are safe, clean, cohesive and vibrant, reducing the need for more specialist Council services in the future. The development of the Partnership Youth Offer, integrated within a wider Neighbourhood Offer, brings together the multi-agency provision for young people and provides an enhanced menu of services in each of the four neighbourhood areas. In addition, the new staffing structures within the Integrated Neighbourhood teams will support and widen the breadth of activities that are available to young people.

2.2 The overriding vision for the new Partnership Youth Offer is to provide the best possible range of activities to positively engage and develop young people in Tameside. This will be done in partnership to maximise the impact we can have with reducing resources.

2.3 The development of the Partnership Youth Offer has been guided by four core principles: these principles are the core youth work values:

- Education
- Empowerment
- Equality
- Participation.

2.4 These principles ensure that young people are ready for adulthood by helping them learn about themselves, others and society through non - formal education activities that combine enjoyment, challenge, learning and achievement. This enables young people to have a voice, empowers them to become active citizens, supports them in their personal and social development and in their transition from childhood to adulthood. To achieve this we will:

- Improve the health and wellbeing of Tameside's young people through enabling them to manage their feelings and have access to good quality health care

- Improve their social and economic well-being through enabling young people to see how they can make a difference to their own lives through building their communication skills , confidence and participation

- Improve young peoples' relationships with their parents and care givers through involving the family to foster positive relationships, and for parents and care givers to take responsibility for their own positive parenting.

2.5 The development of the Partnership Youth Offer is well placed to draw upon on the expertise and capacity within Community services. Cultural Services currently provide a wide range of activities to young people through museums, arts, libraries and the countryside. In addition we work very closely with the Tameside Sports Trust to target activities in their centres. Fully utilising these skills and these assets is crucial in maximising the range of activities we can provide. The following three sections detail how Community Services will contribute to and expand the offer.

2.6 Success will be measured based on impact, how many young people are engaged through the offer and the impact it has on their lives. The Neighbourhood offer will be based on evidence and the youth offer will be no different. We will monitor participation and evolve the offer to provide as many opportunities as possible, whilst still retaining high impact activities that support development into adulthood.

3. BROADENING THE OFFER

3.1 The bringing together of so many services under Community Services and the increase in partnership working through the neighbourhood offer, presents an excellent opportunity to redesign the youth offer and bring in a much wider range of providers. This will result in more activities and more cohesion between the many opportunities that are being developed for young people.

3.2 This section highlights many of the internal and partnership opportunities that are being developed for inclusion in the final offer.

3.3.1 Culture

3.3.1 Cultural Services engages with young people through a wide range of activities, through both scheduled weekly activity and project based work.

3.3.1 Working with colleagues in Greater Manchester it has been possible to secure funding from the Arts Council to develop a drama programme with Tameside based practitioners 'Stone Soup' which will enable 20-30 young people free of charge access to write, design and deliver their own drama pieces. Engage! is a highly successful programme ensuring that young people within the borough can work with high quality professional artists on a weekly basis, an unrivalled opportunity for our young people in Tameside. Currently this programme is delivered in Hattersley and Droylsden however from September 2013 this offer will be extended to Hyde and Denton.

3.3.2 It is important that young people are engaged in the delivery of our service and it is hoped that they will become keen participants in the delivery and management of services and events. This opportunity will provide invaluable work experience. It is hoped that this will also engage children and young people through an extensive support network of community arts groups across all arts genre's, this work has included engagement with the Contact Theatre, Royal Exchange and the Halle. It is the ambition to offer a targeted provision, through projects engaging with looked after Children and those young people who are not in employment, education or training. The annual pantomime provides the opportunity for around 250 children and young people to take part in a professional production and have the benefit of five months of professional support and development from Pendle Productions. Other showcase opportunities are offered through Tameside's extensive events programme.

3.3.3 Additionally there are opportunities to incorporate a range of high quality community based arts programmes and events throughout the year. Throughout the programme there will be opportunities to underpin delivery with the very popular Arts Award programme with which it is hoped to engage around 400 young people during 2013. The accredited award scheme aims to develop experience, practice and engagement in arts such as drama, dance, theatre production, music and the visual arts. Participating young people will then receive formal recognition for their contribution and achievement.

3.3.5 Incorporating the Arts Award within the Partnership Youth Offer will broaden the range of genres which the arts award will be delivered in – including opportunities to work with museums, galleries and local studies.

3.4 Operations and Green space

3.4.1 Enjoying Tameside's parks and open spaces will be an important aspect of the Partnership Youth Offer. A strong network of 'Friends of' groups are already well established and young people will have a strong role to play as this is developed further. There are clear benefits to enhancing this work by strengthening generational links in communities as well as the sense of pride in the areas that young people live in.

3.4.2 The 'In Bloom' initiative presents a fantastic opportunity to further integrate current work within the youth offer, encouraging participation across all geographic areas and the different age groups within those communities.

3.4.3 The Partnership Youth Offer will be enhanced with the facilities in Parks. There has been significant investment over past years and we have a range of high quality facilities which include football pitches and multi-use games areas. Working with the Tameside Sports Trust it is clear that utilising these facilities have created a greater sense of ownership amongst young people.

3.5 Customer Care and Advocacy

3.5.1 The Tameside Library service is well placed to integrate its existing range of services to young people as part of the universal neighbourhood offer. Working closely with partners there are a variety of opportunities that support positive outcomes relating to learning and skills, employability, safe and healthy communities.

3.5.2 Libraries are developing into community hubs, welcoming all ages and communities and offering meeting spaces for courses, outreach work and online access. Work with young people is already well established, offering chances to further develop links with organisations such as the National career service and Princes Trust.

3.5.3 The Library service supports young people to understand the various ways that they can get information about a whole range of issues. Whether it is about local activities, research, history or careers, we will enhance the youth offer with practical help and advice so that they can get the most out of Tameside libraries.

3.5.4 The Manga Reading group and the Library Youth Forum are already well established, organising activities in libraries and advising on stock selection to ensure that there are books available that will appeal to young readers. The service also see this as a great opportunity to deliver services in alternative settings that reach out to local young people in places that they are familiar with.

3.6 Street Games Partnership and the Sports Trust

Three key partners of the Council, New Charter, The Sports Trust and the charity Street Games are working with us on developing opportunities to maximise the utilisation of our excellent sports building portfolio. This will include a programme of activities in centres, but also develop a Doorstep youth scheme that aims to grow a more self-sufficient model for youth provision. The model which is proving successful in Trafford encourages young people to take over the programming and management of activities at centres. This model will be piloted at one centre to assess success before being adopted more widely across Tameside. Street Games have already agreed to carry out engagement and consultation with young people to ensure they are fully included in designing the offer.

3.7 The Fire Service and the Police Service

The blue light services, in particular the Police and Fire Service see engaging young people as a key priority and they are willing to allocate resources to this in partnership with ourselves. One simple example could be the provision of a climbing wall and trained instructors for youth events by the fire service. There will be many more opportunities that will be developed for the youth offer over time. In addition our strong links with the military through our armed forces covenant has resulted in the army offering support for our Partnership Youth Offer, providing leadership courses and team building exercises for young people.

3.8 The Community

3.8.1 A key partner in the new youth offer will be the community. The majority of engagement and activities for young people takes place through community led groups and it is important that the youth offer supports and develops this activity. The new offer for young people needs to be seen not as a Council or partnership offer but as a Tameside offer, where we support and encourage positive activities for young people by any responsible provider. Local sports clubs are an excellent example of this. Droylsden Youth Club is a football club that the Council have worked with to develop new facilities through largely external funding. This club engages around 250 young people each week and is the kind

of club that we need to support if we are going to see the development of young people as a key priority.

3.9 Prevention and Early Intervention

3.9.1 The needs of our community are better understood than ever before, and the Council is clear on how it needs to address future challenges. One of the key challenges is addressing the level of demand for specialist services that can also be high cost. Projections illustrate that with no intervention, funding for essential Adult and Children's services will consume the entire Council budget in the future. It is critical therefore that the Council focus on reducing this demand wherever possible in order to continue to invest in work with young people that focuses on aspiration, achievement and contribution. Each aspect contributing to a fundamental universal prevention agenda whilst identifying the need for more targeted earlier intervention work with some young people in need.

4. BROADENING THE OFFER

4.1 Interim offer

4.1.1 Recognising the importance of young people within a broader neighbourhood offer, the youth service in its current form was transferred to Community Services from the 1 April 2013. The timing also coincided with a need to reconsider the approach to providing services on Friday and Saturday evenings as the contract with the current provider NACRO was coming to an end.

4.1.2 It was agreed that this was an opportunity to continue to build links between the youth service and the Sports Trust which has resulted in an interim programme of joint activity taking place over Friday and Saturday evenings from April to the end of August. The interim offer was communicated widely to young people, Ward members and partners in March 2013.

4.1.3 The interim offer focused on strengthening links with partners, enhancing some activities, providing new opportunities to engage in sport and launching a new approach to how we worked more closely with our partners. During this period it was also agreed to extend the Teenies junior youth work commissioned contract which engages young people in the 8 - 11 year age group. This arrangement will end in October 2013.

4.1.4 Youth workers and sports workers have been working together on Friday and Saturday nights which has resulted in the engagement of 30 - 40 young people during each session, offering an exciting programme of multi sports, arts, dance and music. This early work has assisted in developing a programme of joint work with Sports Trust beyond the interim arrangement and provides a platform on which to base future sports development work as referred to in para 3.6 of this report.

4.2 Integration with the Neighbourhood offer

4.2.1 Aligned with this work is the development of the Neighbourhood Offer. The redesigned staffing structure was completed at the end of May 2013 and significant progress on the development of the offer was reported to the Executive. Agreed milestones have been achieved in relation to staffing and street cleansing/grounds maintenance redesign, partner engagement, Tameside Sports Trust, amalgamation of highway functions, vehicles and plant reductions, a District Assembly review and developing a partnership approach to poverty prevention.

4.2.2 Integrated delivery approaches with the Police, Fire Service, New Charter Housing Trust and Tameside Sports Trust will provide a strong foundation on which to further develop a more joined up approach to delivering services for young people through the development of a network of activities, tailored to meet the needs of young people and the communities they live in.

4.3 Integrated Needs Assessment

4.3.1 An Integrated Needs Assessment is currently in the development stage and will provide a comprehensive picture of local communities and their needs. The assessment will draw on new census information as well data and intelligence relating to crime, health, young people and cohesion in communities. The assessment will also be informed through a programme of 'Ward Walks' across the whole of the Borough which are led by Ward members. These walks are designed to deal with issues, but more importantly they are being used to understand communities better and the priorities in each ward.

4.3.2 The needs of young people will form a fundamental part of the Integrated Needs Assessment and will be a key driver in determining local priorities. The integrated approach will also align data we have on young people with data on health and other statistics to provide a broader view of the need in an area. In parallel with the needs assessment, an asset mapping exercise is being undertaken to understand the assets we have in communities, both physical assets and community assets such as groups.

4.3.3 It is important to recognise what young people have previously told us about their priorities. In the Big Conversation youth consultation in January 2012 known as 'The Carpet of truth' young people told us that they value the wide range of locally based and borough wide activities on offer - this includes youth clubs and specialist sessions e.g. Cyclops, Duke of Edinburgh, Disability, Youth Forums and Lesbian, Gay, Bi-sexual and Transgender (LGBT). These activities enable them to learn new skills such as music, dance and bike maintenance which builds confidence.

AND ALSO DUKE ST MUSIC PROJECT

4.3.4 Young people build relationships with youth workers and community volunteers based on respect and trust which they value. They appreciate the individual support that is available to them. Young people with disabilities value the opportunity to access youth clubs to socialise with friends and develop their independence - they also value the opportunity to engage in a diverse programme of work including the youth offer. Young people value the opportunity to 'put something back into the community' by volunteering. Young people value the opportunity to make real decisions involving money e.g. Youth Choose and quality experiences like attending residentials - where they have the opportunity to learn, have fun and make new friends.

4.4 Programme of Consultation

4.4.1 The aim of the consultation programme was to agree overarching principles, map partner activities and agree future growth opportunities. The approach taken provided an exciting opportunity to build a service from the 'ground up' and design an offer that recognises the role of young people in the borough, with partners working together to provide a range of activity that supports young people to achieve improved outcomes in health, aspiration and wellbeing. The consultation programme has been co-led by young people who are members of the Tameside Youth Forum. The consultees included:

- Young People, including harder to reach groups of young people who identify as LGBT, who have disabilities and young people who are from minority communities. An Equalities Impact Assessment will ensure that the impact of change on any vulnerable young people is minimised.

- Statutory sector partners such as the Police, the Probation service and Clinical Commissioning group
- Existing staff in the Youth service
- Other Council services such as Culture, Customer Care and Advocacy, Green Space and Operations and Public Health
- Third sector providers through CVAT
- Tameside Sports Trust
- Social Landlords in the Borough

4.4.2 This approach has enabled the service to distinguish young people's needs at a strategic level whilst the wider neighbourhood focused delivery will enable a responsive approach through the integrated neighbourhood teams in North, South, East and West of the Borough.

4.5 Consultation Findings

4.5.1 Consultation with youth service staff was undertaken through an evening workshop session to facilitate participation in the process. The session identified the strengths of current provision to ensure that this was considered moving forward. This included:

Accessibility	Flexibility
Voice of young people	'Grow your own'
Work that records achievement (e.g Duke of Edinburgh, Arts Awards)	Empowering Young People to own and lead
Informal approach	Development of social and personal skills
Skilled and trained staff	

4.5.2 The consultation also aimed to draw out the opportunities for future development with partners and young people. Key suggestions included:

Support to develop and manage joint funding applications	Network of holiday provision
Embedding young people within a broader Neighbourhood Offer (development and delivery)	Deliver joint training to partners and community groups
Partner participation and ownership of Youth Forums	Improved use of community buildings for joint delivery
Growing volunteering opportunities for young people with links to employment pathways	

5. THE NEW PARTNERSHIP YOUTH OFFER

5.1 The Partnership Youth offer has been developed strategically and operationally with partners. Key to this work has been a partner consultation event, held on 30 July 2013 which brought together a wide range of partners and included the Police, Fire Service, RSLs, Youth service staff and others.

5.2 Partners developed a draft 'Pledge' which sets out the strategic priorities and commitment of how partners want to work together in the future to develop and deliver a Partnership Youth Offer. The 'Pledge' is detailed in **Appendix 1**.

5.3 Direct consultation with young people has been an important aspect of this work. The partner event was further developed through a specific consultation with young people who participate in Tameside's Youth Forum, to be held on the 7 August 2013.

5.4 Developing the Partnership Youth Offer

5.4.1 The work with partners confirmed that there is a wide ranging breadth of work on offer across Tameside which aims to develop and support young people in a variety of different ways. It is also clear that partners, through developing closer working arrangements, can further enhance their approaches, particularly when considering the needs of some young people who may not access services through traditional routes.

5.4.2 The development of a Partnership Youth Offer was agreed as an approach moving forward and that using the partner Pledge, activities for young people needed to be continually developed, modified and tailored to best meet the needs of young people at all times. It was universally acknowledged that different activities, whilst attracting different groups of young people, needed to be guided by the overarching principles of Empowerment, Equality, Engagement and Participation.

5.4.3 The Partnership Youth Offer brings together a network of activities for young people and establishes a foundation for future development and support to grow and enhance activities. An example of this is the desire to increase the level of charitable funding that is brought into the Borough. This is a work stream that can be supported by staff within the youth service working with other partners such as the Fire Service and community groups. The range of opportunities identified during the workshop are outlined in **Appendix 2**.

5.4.4 The Partnership Youth Offer will be developed with all key partners based on an analysis of need and will meet TMBC strategic priorities including those of the Children's Trust. This offer will include:

- The core youth service offer – Youth Forums, LGBT (Lesbian Gay Bisexual and Transgender), Duke of Edinburgh, Music and Multi Media, Creative and Performing Arts, Cycle ops Adventure, Disability youth work and a menu of targeted, centre and street based work.

- Opportunities will be developed alongside colleagues in Communities. This will include Arts Awards and Cultural activities.

- A range of Environmental projects will be developed that will focus on planting, participation in green space and countryside maintenance through volunteering, as well as recycling.

- Registered Social Landlords will align their work with young people to take advantage of a broader offer of activity whilst also supporting increased participation in their existing delivery.

- The Sports Trust will continue to deliver sports and activities in partnership with youth service staff and other agencies across the Borough. Their work will include the development of the Street Games Initiative, training and empowering young people to take a leadership role in future sports delivery.

- Volunteering will be a key theme, promoting the benefits to the individual and the community whilst contributing to achievement awards and career pathways.

- The Fire Service will deliver a range of work which aims to engage young people on the start of a career pathway through the Princes Trust Award scheme. Their work will also include training, fitness and safety awareness through integration with a range of existing delivery.

- In partnership with national and local voluntary organisations, there will be a training and support offer to all partners and groups which will achieve a consistently high standard of delivery for young people.

- The Armed Forces have committed to deliver training and development opportunities with young people. Their commitment has been secured through the Armed Forces Covenant.

- "Friends Of" groups will be encouraged to integrate opportunities for young people within their work. This will be supported jointly through neighbourhood teams and youth service staff.

- The Partnership Youth Offer will also be used as a vehicle to promote specific work areas with partners across the Borough such as 'Early Help', Health and wellbeing, achievement and skills development approaches.

- A networking event will take place bi-annually to ensure that the offer is continually updated, developed and enhanced

- CVAT and the Youth service will work closely with partners, voluntary and community groups to develop bids for charitable funding in order to enhance and broaden provision and opportunity

- A communication strategy will be developed with young people, keeping them up to date with local activities as well as linking with training, development and employment opportunities

- The voice of young people in the development and delivery of the Partnership Youth Offer will be a key feature and driven forward through the Youth Forum

- Links will be made with local business through Town Teams. This will strengthen relationships with local young people and foster joint development approaches.

- The needs of vulnerable young people will be a key priority threaded throughout the entire Partnership Youth offer. We will work closely with young people who experience significant life challenges socially and physically.

5.4.5 The Partnership Youth Offer encompasses an agreed approach to a way of working with young people, it recognises the supportive role that statutory, community and voluntary organisations undertake across the Borough. This will be based on the local examples of good practice such as current work of the Mossley Partnership and the recently refurbished Mossley Youth base in Micklehurst. This group meets monthly to discuss local issues in the community, events ,activity ideas, and development opportunities. These meetings involve

local councillors, voluntary groups, PCSO's and registered social landlords. Supported by New Charter Housing Trust, ward members and local residents this partnership has already demonstrated the success of their joint approach and secured funding for an extension to the building which has facilitated joint activities as outlined below: Co-located team of youth workers and health colleagues.

- Broad range of community activities ranging from bingo to job club, weight matters, book swap, food bank, credit union, youth forum and activities, bike maintenance and a community garden supported by local authority staff and local partners.

- Links with Micklehurst All Saints primary school and the nearby Childrens Centre through their involvement in the community garden. This has developed activities such as "muddy buddies". This group is a good example of an intergenerational project where young people and older people work together in the community garden, learn new skills and break down barriers.

- A Zumba class is due to start on 7 August 2013.

- In the school holidays Mossley Sports Forum are using the space during the day.Young people and parents / carers are involved as volunteers and are learning new skills which they are then putting back into sessional delivery and advice and information sessions. This is for young people and the whole community.

- A Friends of Mossley base group that has set up to look at further funding opportunities.

- Future plans include the letting out of space for Town team meetings which will support the maintenance of the building and in introduce the involvement of young people in the operation of the Town Team.

- This is now a true sense of partnership working and maximising the use of a valuable community asset.

5.4.6 It is important to recognise that the Partnership Youth Offer will be dynamic and adapt according to needs, opportunities and local issues. The concept of the offer will be launched in early September, however, the work to include as many local community and voluntary organisations will continue beyond this. Working jointly with CVAT, a Community and Voluntary Sector event is planned for 4 September 2013 and aims to further strengthen and develop the network.

6. FINANCIAL INFORMATION

6.1 The Council savings targets are £26.5m in 2013/14 and £13m in 2014/15. It is estimated that further savings will be required of £31.94m in 2015/16 and £46.68m in 2016/17, the exact figures for these 2 years will become clear following the Comprehensive Spending Review on 26 June 2013. The budget available to deliver the youth offer by 1 April 2014 is £0.5m, a reduction of £0.343m. This is a reduction in budget of 41 per cent.

6.2 This proposal allows for alignment of services for young people with the corporate priorities and service vision as well as giving the right structure to engage partners and communities to seek opportunities to deliver maximum savings in 2014/15.

7 STAFF IMPLICATIONS

7.1 In order to progress the development of the Partnership Youth Offer it was important that a strong leadership role be established. This leadership role will work with other service unit managers in the four geographic teams in order to drive forward the consultation and service redesign within a challenging timescale. In line with the previously developed Integrated Neighbourhood Services Manager, a new post of Integrated Youth Manager has been developed and appointed to.

7.2 Employee Consultation Group 10 September 2013

7.2.1 A draft staff structure will be proposed to Employee Consultation Group on the 10 September 2013, which will outline the proposed revised structure to deliver the new service within budget constraints. The supporting staffing structures and roles need to be shaped around the delivery of the Partnership Youth Offer. Key features will be:

- The development of the Partnership Youth Offer allows the alignment of multi-agency resources to maximise capacity and deliver essential youth work in geographical areas.
- The Partnership Youth Offer will make a visible difference to communities, reduce demand on public sector services and contribute to the prosperity of the young people in the longer term.
- The development of the Partnership Youth Offer will align leadership in the right areas to introduce an integrated partnership model to achieve savings in 2013/14. Secondly it introduces a structure that is best equipped to deliver partnership working that will achieve maximum savings in 2014/15 whilst improving the offer to young people.

7.2.2 The aims of the service redesign can be summarised as follows:

- A new structure will bring together multi-agency provision for young people to allow greater joined up working, for example an alignment of youth provision in a neighbourhood area to start to develop a wider Integrated Youth offer, supported through an integrated and multi-agency team of staff.

- The service structure will be designed to provide flexibility and capacity to work in Neighbourhoods according to local needs of young people and communities. The redesigned staffing structure will align with each of the Neighbourhood teams – North, South, East and West. This will allow us to plan the delivery across the neighbourhood in partnership to develop and enrich the Partnership Youth Offer locally.

- The Integrated Youth Manager post has been developed and recruited, as previously described, on NJC terms and conditions. The rationale for the changes to Terms and Conditions for this post is that this post is an integrated manager position and not directly involved with face to face youth work delivery.

7.3 Staffing implications

7.3.1 Currently all youth work staff are on JNC terms and conditions – this is part of a nationally agreed process that recognises the youth work professional qualification and the terms and conditions that are necessary to deliver the youth work role. This role will still be required and moving forward we will need to ensure that there are workforce development and training opportunities for youth workers to maintain their professional role and have professional development opportunities. The Partnership Youth Offer will be developed and Job Descriptions will be reviewed and rewritten as necessary.

7.3.2 Moving forward, it is inevitable that a redesigned structure will mean that there will be fewer posts and so it is likely that a competitive recruitment exercise will take place following staff consultation, commencing in early September and concluding in late October.

8 CONCLUSION

8.1 The development of a new Partnership Youth Offer provides an exciting opportunity to totally rethink how we provide the best possible opportunities for young people and to demonstrate that they are valuable to Tameside and their communities.

8.2 Bringing together partners and community will maximise the provision and support all providers of activities for young people. This will move us away from the traditional direct delivery of activities by a single youth services and create new opportunities by a range of providers that is still overseen by professionals with the right expertise.

8.3 This report sets out a vision that will build a new Partnership Youth Offer that achieves the required financial efficiencies whilst delivering an improved service in partnership with other stakeholders. The offer will be based on maximising the number and impact of activities, whilst retaining the established core principles for youth work and the core principles of the neighbourhood offer; basing services on what is needed through consultation and evidence.

8.4 The detail of the programme will be publicised to all Elected Members as part of the key decision process.

9 RECOMMENDATIONS

9.1 As set out on the front of the report.

APPENDIX 1

Better Outcomes for Children and Young People

Our Partnership Pledge

"To work together to deliver an exciting , diverse and inclusive integrated youth offer , sharing the things we do well with young people and communities at the centre"

We will:

- Work to agreed and shared aims
- Share skills and expertise, recognising each other's strengths and the opportunities we can create together
- Deliver the best for young people; through social development, recognition of achievements and by giving them a voice
- Recognise that young people need a rich variety of opportunity
- Remove barriers to access whether they are perceived, financial, social or geographical
- Have information that is easy to use and up to date
- Support young people in the transition from childhood to adulthood

All the partnership and voluntary group Logos will be included

APPENDIX 2

Partnership Opportunities

Sharing of skills and expertise	• Training, links with others e.g. Princes Trust, DoE, Scouts/ training for some organisation – just to know how to work with young people • Are there opportunities to bring existing work together e.g. SPY/ Youth/Police/ sports development
Charitable Funding	• Consortium approach, capacity is important. • Need to support smaller organisations to bid and manage the funding • There are opportunities but organisations don't have the time to progress • Tameside for Good Funding – grants of £500 – poor take up (CVAT) • Use whatever is out there e.g. European funding – to enhance what we have to offer
Menu of Opportunity/ Tapestry of provision	Considered important aspects: • Consistency of standards • Fun and Youth led • Tailor made – reflect the needs of the local neighbourhood • Some specialisms • Peer led • Somewhere safe to hang out • Open nights • Specialist nights • Environmental/green focus and opportunities • Proactive with some capacity to be reactive • Inspirational • Celebrate sport – but use as a link to offer more where wanted (music/ arts /environment) • Out of hours service – Young people in crisis
Economies of scale	• How could these be achieved through a universal offer across the Borough
Communication	• With each other as partners – geographic network event/ annual event/ planning and strategy/ young people's voice/ stalls displays/ celebration • Availability of information – web based/good quality/ mobile app/ constantly updated/ commercial opportunities through adverts • Check that communication is effective – ask young people and practitioners regularly • Geographic information network • Cross publicise each others services (re-tweets/free sms • Idea of a www.tamesideyouthoffer.com • What do we have now (SID)
Commercial sponsorship	• Common theme coming up several times, potential to link with skills pathway – work experience/ volunteering/ apprenticeships/ cadet schemes • Pathways to the best
Physical Resources	• Sharing of Buildings (point made about Council charging policy prohibitive) • Charges for buildings need to be in the spirit of what we are trying to do • Fire Service offer of building use
Participation	• Young People • Youth voice – influencing decisions
Volunteering	• Young People • Partner staff – employee volunteering scheme (banked hours) • Role Models

	• Needs co-ordination capacity
Gaps	• Geographical? • Theme? • All areas should have a universal offer regardless of whether there are 'issues'
Impact/Outcomes	• Important that a performance framework reflects what we are trying to achieve