

ITEM NO: 4(a)

Report To:	OVERVIEW (AUDIT) PANEL
Date:	16 September 2013
Reporting Scrutiny Panel:	Services for Children and Young People Scrutiny Panel
Subject:	REVIEW OF THE COMMISSIONING OF YOUTH PROVISION IN TAMESIDE
Report Summary:	This Review has considered the current approach towards the commissioning of youth provision in Tameside and has made recommendations to support future services.
Recommendations:	That Overview (Audit) Panel note the recommendations in section 9 of the review.
Links to Community Strategy:	This review supports the Community Strategy priorities relating to 'Prosperous Tameside', 'Learning Tameside' and 'Safe Tameside' but also recognises links across all Community Strategy areas.
Policy Implications:	The review itself has no specific policy implications. Should the recommendations of this report be accepted by the Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.
Financial Implications: (Authorised by the Borough Treasurer)	<p>The principles of the new Partnership Youth Offer were presented to Executive Board on 17 July 2013.</p> <p>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.</p> <p>The youth work contract with Nacro (£203,755 over 18 months) ended on 31 March 2013 and the youth work contract with Tinies (£80,000 over 20 months) will end on 15 October 2013.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>This report is timely as the Public Services (Social Value) Act 2012 became effective from 31 January 2013 and for the first time, enables public bodies to consider social value ahead of procurement. The Act applies to the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works.</p> <p>The wording of the Act states that... "<i>The authority must consider—</i> <i>(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area,</i> and <i>(b) how, in conducting the process of procurement, it might act with a view to securing that improvement.</i>"</p> <p>It also opens the door for consultation with stakeholders to better understand social value and improve service specifications. The recommendations set out in the report support this duty.</p>

Risk Management:

Reports of Scrutiny Panels are integral to processes which exist to hold the Executive of the authority to account.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe by:



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1. INTRODUCTION BY THE CHAIR OF THE SERVICES FOR CHILDREN AND YOUNG PEOPLE SCRUTINY PANEL

- 1.1 I am very pleased to present this report of a review undertaken by the Services for Children and Young People Scrutiny Panel into The Commissioning of Youth Provision in Tameside.
- 1.2 Youth services play a key role in young people's educational and social development. Most children get the support they need from a number of sources, however some young people and their families, particularly the most disadvantaged need additional help to address their challenges and realise their potential.
- 1.3 Local authorities are responsible for securing a local offer that is sufficient to meet local needs and improve young people's wellbeing. It is important that work is undertaken to secure the best possible provision, within available resources.
- 1.4 The structural changes that have taken place within the Council have resulted in part of youth provision being commissioned to external organisations. It is essential that current provision is of the highest possible standard and the views of young people have been sought to ensure their needs are being met.
- 1.5 It is important that the commissioning process used by the Council is effective in ensuring the commissioned organisations are fully aware of the services they are required to deliver. Along with the introduction of a comprehensive monitoring process to ensure service delivery is meeting the needs of children and young people in Tameside.
- 1.6 In order for service delivery to have the best possible impact it is crucial that the Council and commissioned organisations engage with children to determine what services to provide, in the right places and at the right times.
- 1.7 The Panel are aware of the growing financial pressures that the Council currently face. It is therefore important that current and future commissioning projects result in the best possible outcomes, achieving value for money and where possible have a positive impact on local organisations from the voluntary and community sector.
- 1.8 On behalf of the Services for Children and Young People Scrutiny Panel, I would like to thank all those who have participated in this review.

Councillor Claire Francis

Chair of the Services for Children and Young People Scrutiny Panel

2. SUMMARY

- 2.1 The Council is committed to providing 'places to go and things to do' for young people, to help them develop the resilience and skills necessary to achieve long-term economic wellbeing and to become positive and active members of their local communities.
- 2.2 The Council continues to increase the amount of partnership work that takes place with a variety of organisations. The purpose is to ensure that young people of the borough have the richest possible youth offer, while at the same time encouraging the growth of a sustainable local network of youth activities.
- 2.3 Following the commissioning of youth provision in Tameside it is important to understand the consultation and tendering process that was undertaken to ensure youth work is of the highest possible standard and the Council is receiving value for money.

- 2.4 This review focuses on the work that has been carried out by the Council during the commissioning process. It is important for the review to look at how contracts are designed and the appropriateness of the commissioning process, with the view to achieving the best possible outcomes.
- 2.5 The review also looks closely at the youth work delivered by the commissioned organisations, the partnership work that takes place and the method used by the Council to monitor performance.

3. MEMBERSHIP OF THE PANEL – 2012/2013

Councillor C Francis (Chair), Councillor R Welsh (Deputy Chair).
Councillors L Drennan, P Fitzpatrick, J Jackson, R Miah, G Peet, C Reynolds, T Smith, A White, C White.

Mrs L Aspin (Roman Catholic Church)
Mrs S Marsh (Church of England)
Mr N Ahmed (Muslim Faith)
Mrs T N Sharma (Hindu Faith)
Mrs A Gregory (Parent Governor)
Mr M Osmond (Parent Governor)

4. TERMS OF REFERENCE

Aim of the Review

- 4.1 To explore how the Council and partners are working together to ensure youth work in Tameside is commissioned effectively.

Objectives

- 4.2
1. To examine Tameside Youth Offer and explore how youth work in Tameside is commissioned.
 2. To understand the tendering process and the criteria organisations have to meet in order for a contract to be awarded.
 3. To examine the consultation process.
 4. To explore the work that is undertaken with partner organisations across the borough and how they are encouraged to apply for contracts.
 5. To examine how youth work differs now it is being delivered by the commissioned organisations and how it is monitored by the Council to ensure it adheres to the specification used at the beginning of the commissioning process.
 6. To examine whether joint working arrangements have made a positive contribution to communities with regards to crime and anti-social behaviour.
 7. To produce workable recommendations for the Council.

Value for Money/Use of Resources

- 4.3 It is important that children and young people in Tameside feel supported, encouraged and most importantly listened too. It is essential that the commissioning of youth provision in Tameside continually aims to meet the needs of children, parent/carers and the wider community. Therefore effective strategies creating positive and inclusive environments should improve outcomes for young people, resulting in a more safe, prosperous and learning Tameside.

Equalities Issues

- 4.4 The commissioning of youth work can impact on all sections of Tameside's communities. The review will consider strategies that lead to inclusive environments so that children and young people from all backgrounds can access and contribute to the youth services they receive.

Tameside Area Agreement Targets

- 4.5 The following targets from the Tameside Area Agreement relate to special educational needs.

KEY QUALITY LIFE MEASURES	
Prosperous Tameside	<ul style="list-style-type: none">• Worklessness• (N)EET – (Not) Education, Employment or Training
Safe Tameside	<ul style="list-style-type: none">• Overall Crime
Learning Tameside	<ul style="list-style-type: none">• Early Years Attainment
Supportive Tameside	<ul style="list-style-type: none">• Early Intervention/Prevention• Low income households
SUPPORTING MEASURES	
Prosperous Tameside	<ul style="list-style-type: none">• Apprenticeships• Care Leavers (EET / NEET)
Safe Tameside	<ul style="list-style-type: none">• 1st time entrants to the youth justice service system
Healthy Tameside	<ul style="list-style-type: none">• Physical activity / Exercise• Obesity / Diet
Supportive Tameside	<ul style="list-style-type: none">• Teenage Pregnancy

5. METHODOLOGY

- 5.1 The Panel met with Claire Bibby, Assistant Executive Director, Schools, Youth and Community Services, Tameside MBC to receive an overview of the commissioning of youth provision in Tameside.
- 5.2 The Panel met with Tony Okotie, Chief Executive, Tameside Third Sector Coalition (T3SC) to receive an overview of their involvement in the commissioning of youth provision.
- 5.3 The Panel met with Nick Ellwood, Planning and Commissioning Officer, Tameside MBC to receive an overview of the commissioning process and the consultation work that takes place.
- 5.4 The Panel met with Pamela Doodoo, Area Manager, Nacro; Heather Cook, Tameside and Stockport Cluster Manager, Nacro; and Waseem Rashid, Project Coordinator, Nacro to receive information about the youth work delivered by Nacro, the commissioning process and the monitoring that takes place.
- 5.5 The Panel met with Pauline Venus, Assistant Locality Manager, Tameside MBC; and Diane King, Senior Practitioner, Tameside MBC to receive information about youth work in Tameside and service delivery since the commissioning process took place.
- 5.6 The Panel met with Fiona Atkinson, Managing Director, Tinies Childcare NW Ltd to receive information about the youth work delivered by Tinies, the commissioning process and the monitoring that takes place.

5.7 The Panel met with PC Mark Akers, Greater Manchester Police; and PCSO Helen Brockett, Greater Manchester Police to receive information about joint working arrangements and the effectiveness of youth provision in helping to reduce crime and anti-social behaviour in the borough.

6. BACKGROUND TO THE REVIEW

6.1 Local authorities have a duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need.

6.2 This includes youth work and other services and activities that:

- Connect young people to communities
- Offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities
- Support the personal and social development of young people
- Improve young people's physical and mental health and emotional wellbeing
- Help those young people at risk of dropping out of learning, or not achieving their full potential
- Raise young people's aspirations

6.3 Providing access to youth work, whether directly or commissioned, is a statutory requirement. The Council is measured on its delivery of youth work by Ofsted. Local authorities are judged on the:

- Effectiveness of the contribution that youth work is making to young people's achievement and Every Child Matters outcomes.
- Local authorities' response to the requirement for access to sufficient educational leisure time activities (and facilities for such activities) which are for the improvement of young people's personal and social development.

6.4 The Council is committed to providing 'places to go and things to do' for young people, to help them develop the resilience and skills necessary to achieve long-term economic wellbeing and to become positive and active members of their local communities.

6.5 Statutory guidance for local authorities states that they must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them:

- They should establish and maintain structured arrangements for doing so.
- Enable young people to inspect and report at least annually on the quality and accessibility of provision
- Young people should be involved actively in service design, delivery and governance.

7. REVIEW FINDINGS

Background to the Commissioning Process

7.1 Prior to April 2011, the bulk of universal youth clubs and targeted youth sessions was provided by Tameside Council staff who worked for the Youth Service.

7.2 Following the commencement of austerity measures and budgetary constraints a review was undertaken to look at how services were being delivered, and the possibilities of changing service delivery in the future.

- 7.3 As a result of the review the Youth and Family Service was created, which brought together resources from Children's Centres, the Youth Service, some school support services and Community Nursing to create integrated locality teams.
- 7.4 The initial introduction of the locality teams was affected by the Council's voluntary severance scheme, which resulted in a number of youth workers applying to take the voluntary severance from 31st March 2011.
- 7.5 The Council decided to commission youth services, with the view that they wanted to keep a similar level of youth work, despite the high number of youth workers leaving the authority.
- 7.6 In putting together the Youth and Family Service one of the principles was to enhance frontline delivery. The Council saw an opportunity of extending and consolidating its links with the voluntary and community sector in Tameside.
- 7.7 A decision was made to invest some of the savings made from the workers that had left through severance, creating contracts for Friday and Saturday nights and junior youth work to be undertaken on weekdays.

Conclusions

1. Statutory guidance states that a local authority must seek the views of children and young people, when decisions are being made that relate to services that directly involve them.
2. The Youth and Family Team was created as a result of a service re-design, which aimed to amalgamate parts of Children's Services and improve frontline delivery. With
3. The rationale for the commissioning route was to ensure the level of youth work being delivered in the borough was maintained.

Contract Design

- 7.8 Following the initial consultation that took place two contracts were designed and advertised in May 2011.
- 7.9 The contracts were for weekend youth provision (Friday and Saturday evenings) for 11 to 19 year olds; and weekday youth provision for 8 to 11 year olds. Following the tendering process and implementation the contract for weekday provision would run for 20 months and the weekend provision would run for 18 months.
- 7.10 The total value of the weekend contract was £203,755, which should be used to provide youth activity for young people age 11 to 19 years old. The provider is required to deliver 4 weekend evening sessions lasting a minimum of 3 hours, to be delivered in each of the four geographical areas of Tameside. The contract stated that sessions will start at 6.30pm and run until 9.30pm.
- 7.11 The delivery of the weekend contract equated to 48hrs of youth provision across Tameside for a minimum of 80 weekends for the duration of the contract. It was anticipated that there would be a minimum attendance of 40 young people, at each session.
- 7.12 The total value of the weekday contract was £80,000, which should be used to provide youth activity for children aged 8 to 11 years old. The provider is required to deliver 2 weekday sessions lasting a minimum of 2 hours, to be delivered in each of the four

geographical areas of Tameside. The contract stated that sessions will start at 4pm and run until 6.30pm.

- 7.13 The delivery of the weekday contract equated to 16hrs of youth provision across Tameside for a minimum of 80 weeks for the duration of the contract. It was anticipated that there would be a minimum attendance of 40 young people aged 8 to 11.
- 7.14 The four geographical areas of Tameside detailed in the contracts are:
- Ashton
 - Denton, Droylsden & Audenshaw
 - Hyde, Hattersley & Longdendale
 - Stalybridge, Mossley & Dukinfield
- 7.15 The contracts specified that the providers would develop a marketing plan to ensure the services are promoted within appropriate settings, ensuring the needs of each geographical area is taken into consideration to maximise attendance.
- 7.16 A requirement was that each provider ensures that analysis of attendance in each area is readily available for the commissioners. The providers are also required to work closely with the commissioner to ensure the effectiveness of service delivery is maximised.
- 7.17 Both contracts included information about Tameside Council providing shared use of appropriate youth venues, located in each of the four geographical areas. The venues would be provided free of charge and negotiations relating to buildings can take place at a local level.
- 7.18 The specification for the weekend and weekday contracts informs the providers that youth activity should be primarily delivered in the appropriate youth buildings. There may be occasions where a building is either unavailable or not appropriate for the engagement of specific groups of young people. In such cases the providers will be required to undertake targeted outreach work.

Tendering Process

- 7.19 Following the consultation period the Council advertised both contracts on The Chest (North West Local Authority Procurement Portal). An 'open' tender process was used in order to establish the level of expertise and interest in the local, national and European market.
- 7.20 Both contracts were also placed in the Official Journal of the European Union (OJEU) and on Tameside Third Sector Coalition's (T3SC) bulletin board.
- 7.21 During the tender process a group of children from 'School Council's' were identified to form part of the tender panel and evaluation process. A selection of children from Denton Community College were also asked questions about what type of youth work they would like to receive.
- 7.22 The tender submissions were evaluated by a panel of council staff and young people. Bidders were asked to provide a first year contract price. The evaluation of the submission tenders was based on an offer schedule (questionnaire) and a 15 minute presentation, followed by questions from the panel.
- 7.23 The offer schedule questionnaire consisted of 8 questions; the interview consisted of 7 questions in total, 3 from council staff and 4 from the young people's panel.

- 7.24 The tender submissions were weighted on the basis of 70% quality, 10% cost, 10% questionnaire and 10% presentation.
- 7.25 The Council received an expression of interest from six organisations, of the six 50% were national providers and 50% were smaller organisations. Following the work that was undertaken to engage the local community and voluntary sector, only one application came from a locally based organisation.
- 7.26 As a result of the tendering process the weekend contract was awarded to Nacro and the weekday contract was awarded to Tinies UK. The providers are responsible for ensuring that appropriate performance information and data is readily available and accessible to the Council.
- 7.27 It was also detailed in the contracts that the commissioned organisations are required to attend quarterly monitoring meetings to provide information about youth activities undertaken, attendance and future plans. Service delivery would also be monitored in line with standards set out by Ofsted.

Conclusions

4. Two contracts were created to commission youth work that will substitute services that were previously provided by the Council.
5. Commissioned organisations are responsible for ensuring that the needs of children in Tameside are met and also make sure that information relating to service delivery and performance is readily available to the Council.
6. The Council identified groups of children to contribute towards contract design and also form part of the tender and evaluation process.
7. The contract specified that youth work should be primarily delivered in youth centres, that will be made available free of charge by the Council.

Recommendations

1. That the Council ensure that the time between the contract being awarded and implementation is increased, allowing organisations to undertake sufficient consultation and workforce planning.
2. That the Council involve Tameside Youth Workers, Senior Practitioners and Young Inspectors in the future design and monitoring of contracts; also look to increase the diversity of the children involved in the consultation process i.e representatives of different groups and primary school age children.

Community and Voluntary Action Tameside (CVAT), (formerly known as T3SC)

- 7.28 The work carried out by CVAT is aimed at building and supporting the voluntary and community sector in Tameside. Work is undertaken with local organisations to allow them to be better resourced and skilled, allowing them to deliver a high quality service to their users.

- 7.29 As part of the commissioning of youth provision the Council sought the views of CVAT in connection to funded youth provision being extended to the voluntary and community sector in Tameside.
- 7.30 Following the initial contact a series of consultation meetings were held with local organisations. Emphasis was placed on the type of contracts that were being offered by the Council and what was required in order for the organisations to deliver the necessary provision.
- 7.31 Despite the high level of initial interest, only one bid was received from a local organisation. The feedback from local organisations was generally positive, however concerns were raised about the size of the contracts that were being offered and the short timescale available to put a collaborative bid together.
- 7.32 It was also highlighted that some of the information detailed in the tendering documents didn't truly reflect the discussions that took place during the initial consultation process, which caused some issues and disharmony.
- 7.33 Feedback from local organisations also highlighted the complexity of the Council's procurement/tendering process, which can be time consuming and demanding on resources.
- 7.34 It was felt that the initial tendering process put the local voluntary and community sector at a disadvantage as they did not have the capacity and expertise to confidently bid for the contracts. Although they would have been able to deliver the work required, which was the purpose of the exercise.
- 7.35 CVAT are aware that there has been recent EU consultation on modernising public procurement and the European Commission is undertaking a review of the efficiency and cost effectiveness of the European procurement rules, with the intention of shaping future legislation.
- 7.36 The National and Voluntary Community Action Association (NAVCA) are campaigning for two major changes in legislation to help local charities and voluntary organisations.
- 7.37 It is felt that some public services are best suited to being delivered by organisations that are rooted and based within the communities served and NAVCA believe such contracts should be excluded from the EU commissioning framework. NAVCA also want to make it easier for statutory bodies to include social value clauses within procurement processes.
- 7.38 The review and consultation shows that the EU is aware of the problems many local charities and small businesses face with public procurement.
- 7.39 It is important that the Council's procurement processes are transparent and effective in supporting a vibrant and healthy locally based voluntary sector in order to:
- Ensure that public money is spent in the best possible way, using the most appropriate procurement process to secure the right services for local people. Whilst also meeting the strategic objectives and aims of the Council.
 - Encourage partnership working between voluntary sector groups.
 - Mainstream the focus on communities to interest groups, narrow the equalities gap and address families at risk.
- 7.40 In June 2011 £25,000 was allocated by the Council to CVAT to administer a 'small grant' scheme for organisations that could provide activities during school holidays. While the contracts were of a much smaller size, it was very well organised with 36 applications being

received from local organisations. Due to its success the scheme has been repeated for 2012/13.

- 7.41 CVAT is continuing to work with local organisations to develop a consortium, 'Better Futures Tameside'. The plan is to create a key commissioning relationship between the Council and the voluntary and community sector in Tameside.
- 7.42 Steering groups have been established; and previous experience along with collaborative working will allow local organisations to improve their position for future contract opportunities.
- 7.43 Feedback from local organisations provides evidence that they have the desire and ability to contribute towards service delivery, whether it is on a small or large scale. It is also clear that through comprehensive consultation and commissioning, locally rooted organisations can make a positive impact on communities.
- 7.44 It is important that local organisations are encouraged to work together to deliver contracts and sufficient consultation is undertaken to ensure the right services are delivered to meet the needs of children across Tameside.
- 7.45 In order for the voluntary and community sector to understand what is needed, it is important that feedback and guidance is provided by the Council. Involving the voluntary and community Sector in schemes such as Tameside Works First will encourage organisations to work together.
- 7.46 The consortium was planned to be completed in Autumn 2012, however it is now likely to be January 2013. Thirteen organisations have already expressed an interest and there are up to 100 youth organisations in Tameside that CVAT could potentially reach.
- 7.47 The consortium will also allow organisations to benefit from joint expertise and capacity to deliver contracts that may not be achievable by one organisation.

Budget Information

- 7.48 The tables below shows the cost of the Nacro and Tinies contract, in relation to the Council's total Youth budget and how Council spend is distributed across the borough.
- 7.49 **Table 1: Cost of the commissioned youth provision.**

Contract	Monthly Cost	Annual Cost
Nacro	£11,320	£135,840
Tinies	£4000	£48,000
Total	£15,320	£183,840

- 7.50 The Council's youth work teams deliver a number centre based, out reach and detached sessions in a range of buildings, working closely with partners. The Youth and Family Team welcome the work with CVAT and Better Futures Tameside in the development of a local consortium that will better meet the needs of young people locally.
- 7.51 The Council's budget for youth services is spent across the authority on a variety of things, including:
- Employee Expenses
 - Premises Expenses
 - Supplies and Services Expenses
 - Transport Expenses

Conclusions

8. The Council worked with CVAT to engage the local voluntary and community sector to contribute towards contract design and provide the opportunity for local organisations to bid for the contracts.
9. The voluntary and community sector were seen to be at a disadvantage due the size of the contracts, which resulted in a disappointing level of interest, with only one local organisation placing a bid.
10. CVAT is continuing to work with local organisations to develop a local consortium which will allow them to benefit from joint expertise and capacity. The consortium 'Better Futures Tameside' is due to be established in early 2013.

Recommendations

3. That the Council look at the possibility of separating the contracts into smaller amounts, similar to the holiday grant scheme and Tameside Works First, which has the potential to encourage more local organisations to bid for contracts.
4. That the Council introduce social value clauses into contract design and criteria, where possible.

Youth Work Provided by Nacro

- 7.52 Nacro is a national crime reduction charity that works closely with adults and children at risk of social exclusion, living in areas that are hard to reach.
- 7.53 Nacro was awarded the contract for Friday and Saturday night youth provision. The contract was for 18 months and commenced on 16th September 2011.
- 7.54 At the start of the contract there was some confusion, from Nacro, about the type of youth work they were expected to deliver. Nacro were under the impression that the contract was for the delivery of detached youth work in Tameside, which would be in addition to the Council's existing provision.
- 7.55 The contract detailed a minimum of 40 young people to attend each sessions, this was initially misunderstood by Nacro as 40 young people across 4 centres (10 per session).
- 7.56 Following discussions with Tameside's Senior Practitioners Nacro became aware of the changes that had been made to Tameside's Youth Service and the contract was designed to provide centre based youth work alongside the Council's reduced provision.
- 7.57 With Nacro misunderstanding the contract requirements they found themselves to be underprepared and understaffed to deliver the centre based youth work. As a result Nacro needed to recruit staff at short notice, which led to a period where no youth work was being delivered. In one geographical area there was no youth work delivered at all until February 2012.
- 7.58 Following the initial difficulties the Council agreed a phased approach with Nacro, which resulted in reduced service delivery over a prolonged period of time.
- 7.59 Nacro reported that they experienced some issues when integrating with council staff. It was also reported that some children found it difficult, due to the relationships they had built with previous youth workers.

- 7.60 Tameside youth workers and senior practitioners agreed to meet Nacro management on a regular basis to resolve operational health and safety issues. Apart from one meeting Nacro did not take part in this.
- 7.61 Nacro has since attempted to carry out as much partnership work as possible with the Council's Youth and Family Team. Many of the sessions provided are now linked with those offered by the Council, which follow Ofsted and Every Child Matters guidelines.
- 7.62 The youth work delivered by Nacro takes place at:
- Oxford Park Community Centre, Ashton-under-Lyne
 - Duke Street, Denton
 - Copley Youth Base, Stalybridge
 - Hyde Youth and Community Centre, Bennett Street, Hyde
 - Detached/outreach sessions in Hyde and Dukinfield
- 7.63 In addition Nacro have also extended their provision to include outdoor learning by the use of the Duke of Edinburgh Award and the Power of One Functional Fitness Gym.
- 7.64 There is no charge for children age 11 to 19 to attend the Weekenders Project. All interventions are designed to meet the key Ofsted youth work framework and offer a wide range of opportunities for young people to participate in issue based activities focused around:
- Education
 - Health
 - Alcohol use
 - Training
 - Community involvement
- 7.65 The project aims to identify young people that are in most need of support, allowing children from a variety of backgrounds to come together and socialise.
- 7.66 There are numerous accredited courses available for the young people that attend, ranging from The Duke of Edinburgh Award, AQA, Getting Connected and Key Skills.
- 7.67 Nacro has also delivered extra detached sessions in Hyde Park. This was at the request of the Police. The detached sessions have been delivered to deal with anti-social behaviour in the area.
- 7.68 The amount of marketing and promotion of youth provision undertaken by Nacro appears to be minimal. Leaflets were distributed to schools and youth centres across the borough, however more work could have been carried out to engage school children and to date no presentations have been delivered at secondary schools in the borough.
- 7.69 Following an unsettled start Nacro have now managed to build relationships and gain the trust and support of the young people and Council staff. Their aim is to achieve sustainable interventions that will continue to exist, post Nacro involvement.
- 7.70 Nacro employs a project coordinator and 34 youth work staff in Tameside. With all staff holding a relevant youth and community/social work qualification.

Youth Work Provided by Tinies UK

- 7.71 Tinies is a national company which provides childcare and youth work for children of all ages. Tinies were awarded the contract for weekday junior youth provision for children age

8 to 11. The contract was awarded on 14 July 2011 and was due to commence on 16 September.

- 7.72 The timeframe from when the contract was awarded, to when the provision needed to start was very short. Tinies informed the Council that it would be difficult to undertake the required amount of consultation work, in order for high quality youth work to be delivered. Following discussions, it was agreed that Tinies would start to provide junior youth work from October 2011.
- 7.73 After the contract was awarded Tinies carried out consultation work which looked at the needs of young people in Tameside. A conscious decision was made to find out what children want, rather than design provision around what they thought children wanted.
- 7.74 Youth work initially began in three children's centres, however it soon became apparent that attendance numbers were low. It was felt that children didn't want to attend the children's centres due to their association with babies and infants.
- 7.75 It was decided that sessions would move to youth centres that were based in the four geographical areas of Tameside.
- 7.76 Tinies marketed youth work through leaflets, local radio and newspapers, as well as attending schools and community events. Tinies carried out presentations at around 80% of primary schools in Tameside.
- 7.77 Youth work is delivered by Tinies 51 weeks per year, including school holidays. Activities include outdoor activities, team building and fund raising. Many of the activities that are delivered relate closely to:
- Being healthy
 - Staying safe
 - Enjoying and achieving
 - Making a positive contribution
 - Achieving economic wellbeing
- 7.78 In October 2011 the attendance at Tinies sessions was 36 children, which was a similar level to previous Council provision, By October 2012 attendance at Tinies sessions had risen to 301 children.
- 7.79 Tinies aim to increase the number of males that attend sessions and also work closely with the Council with regards to venue flexibility, which has the potential to increase the attendance of minority groups.
- 7.80 Issues have arisen where the location of youth groups can be restrictive, with some centres not being accessible for all children. Some of the youth centres are not necessarily based in key areas and there is potential to increase the number of black and minority ethnic (BME) children that attend youth sessions across Tameside.
- 7.81 Tinies have also encountered difficulties when children have reached age 11 that don't feel comfortable attending youth work sessions designed for 11 to 19 year olds. This can be due to the large age range and the type of service delivery. It can be difficult to ensure children feel safe and reassured during the transition. There is a large difference in maturity, independence and expectation for children ranging in age from 11 to 19.
- 7.82 Tinies currently employ 10 permanent members of staff to deliver youth work in Tameside. Tinies are also committed to recruiting staff from within the borough, where possible. Only 1 of the 10 staff currently employed by Tinies is from outside the borough.

- 7.83 From the work that has been carried out to date, Tinies have created excellent relationships with children across the borough and additional projects have also taken place which is in addition to contract criteria. From spare money and a small contribution from the children Tinies arranged a holiday camp, allowing children to learn new skills and socialise.

Conclusions

11. The short timeframe between when the contract was awarded and when provision was due to commence meant that both commissioned organisations were unable to provide comprehensive and widespread centre based youth work on 16 September 2012.
12. At the start of the contract Nacro were unsure about the type of youth work they were required to deliver and initial complications meant that they were unable to provide youth work in a number of areas across Tameside, over a prolonged period of time.
13. Youth work provided by Tinies during the contract has continued to improve and work has been undertaken to address any issues where required.

Recommendations

5. That the Council ensure that comprehensive details relating to service delivery is made clear in the contract details and confirmed with the commissioned organisations before delivery is due to start.
6. That clear criteria is set out in the contract about the marketing that needs to be undertaken by the commissioned organisations.
7. That the Council review the type of contracts that are being offered, with regards to age range. With the possibility of delivering separate youth work for children age 8 to 11 (primary age), 11 to 16 (secondary age) and 16 to 19 (post school age).
8. That towards the end of the contract period the Council provides information to the commissioned organisations about the plans for the contracts going forward; and looks at the benefits of introducing a longer contract period.
9. That the Council review the number of buildings that are available for commissioned organisations to use, and their location. With the view that this can improve accessibility, popularity and increase BME attendance.

Monitoring and Performance

- 7.84 The commissioned organisations will be responsible for ensuring that appropriate performance information and data is readily available and accessible to the Council, in order to demonstrate compliance with the standards.
- 7.85 Evaluation should cover short, medium and long-term impact to identify how groups receiving a service have benefited in contrast to those excluded.
- 7.86 Targets and measures to assess and continually evaluate value for money and effectiveness should be developed by the provider and approved by the local authority. Representatives from the commissioned organisations attend quarterly monitoring meetings which will look at:
- Content of youth activity

- Case studies
- Service evaluation – conducted by young people
- Outcomes monitoring

Service delivery will also be monitored in line with standards set out by Ofsted.

- 7.87 The quarterly monitoring meetings take place at Tameside Council Offices, Ashton-under-Lyne. The meetings are attended by Council representatives and the lead person from the commissioned organisation.
- 7.88 Each provider is required to complete a performance monitoring report which allows the organisation to describe what has been achieved, provide quantitative data about the children attending, what has been learned and analysis of service outcomes.
- 7.89 From the performance meetings that have taken place the service delivered by Tinies has met the requirements of the contract and no further actions have been required.

Performance - Nacro

- 7.90 Concerns were raised by the Council following issues relating to parts of youth work that was being delivered by Nacro. Some of the issues related to Nacro staff not wearing ID badges and a lack of communication about opening and closing times for youth provision.
- 7.91 On 22nd December 2011 a meeting took place between Nacro and the Council to discuss a number of concerns that were raised by people accessing the provision. Some of the concerns related to lack of provision, punctuality and staff conduct etc.
- 7.92 Nacro conducted a full investigation into the complaints raised and a report was presented to the Council outlining the concerns that had been raised and the steps that were being taken by Nacro to address the issues. The next steps were for improvement plan meetings to be undertaken for the following two months after the complaint was received. There was a lack of clarity around the improvement plan and it is unclear whether the meetings have been continued past March 2012.
- 7.93 During the monitoring meeting which took place in March 2012, council staff outlined to Nacro that it was felt that being six months into the contract Nacro should be delivering full youth provision. The Council also requested that full delivery should be provided to a significant number of young people, in time for a monitoring meeting that was due to take place in April 2012.
- 7.94 Nacro was confident that provision would improve and attendance figures would increase. Following the meeting in March 2012, other than quarterly monitoring forms, no further documents have been submitted in relation to the improvement plan.

7.95 **Table 3: Nacro Overall Attendance Figures**

Quarter	TOTAL ATTENDANCE			Return rate			Sessions delivered	
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		
Qtr 2-3	29	15	44	96.55%	93.33%	95.45%	16	
Qtr 3	121	89	210	39.67%	20.23%	31.43%	30	
Qtr 4	1427	1152	2579	80.91%	90.58%	84.64%	72	
Qtr 1	995	645	1640	50.84%	43.14%	47.27%	96	
Qtr 2	1238	640	1878	64.22%	66.33%	64.96%	117	
Total	3810	2541	6351	64.22%	63.17%	63.81%	331	
Average Attendance (Per Session)			Male	12	Female	8	Total	20

7.96 The data included in the above table covers the period from the commencement of the contract in September 2011 to September 2012. From the table it is clear to see the low level of youth work that was provided at the start of the contract. During the first two quarters of the contract Nacro received a total of 254 attendances, compared with 1878 in Qtr 2 of 2012.

7.97 **Table 4: Repeat Attendance Quarter 2 & 3 (16th September to 7th November 2011)**

REPEAT ATTENDANCE							
Sessions Attended	Qty			Sessions Attended	Percentage		
	Male	Female	Total		Male	Female	Total
5	3	1	4	5	10.34%	6.67%	9%
4	6	2	8	4	20.69%	13.33%	18.18%
3	14	2	16	3	48.28%	13.33%	36.36%
2	5	9	14	2	17.24%	60%	31.82%
1	1	1	2	1	3.45%	6.67%	4.55%
Total	29	15	44	Return Rate	96.55%	93.33%	95.45%

Some session at Oxford Park and Duke Street where delivered jointly. Where joint delivery of session has taken place signing in sheet not provided to avoid double counting.

7.98 The table above shows the number of children that repeatedly attend youth sessions, from 16th September 2011 to 7th November 2011. During this period there were a total of 16 sessions delivered, 8 on Friday night and 8 on Saturday night. The data shows that the highest numbers of children repeatedly attend three youth work sessions.

7.99 Table 5: Number of Young People Accessing Provision :Q2 (1st July 2012 to 29th September 2012)

REPEAT ATTENDANCE																					
Sessions Attended	Bennett Street			Cedar park			Copley			Cyber			Duke Street			Oxford Park			Detached Denton		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T			
16														1	1						
15							1	1					1	3	4						
14																					
13				1		1										1		1			
12					1	1								1	1	2		2			
11				1		1		2	2	1		1		1		1	4	4			
10				1		1							1	5	6	1		1			
9				2		2	1		1	1	1	2	3	1	4	2		2			
8	2		2	3		3	2		2	2		2	2	1	3	5		5			
7	2		2		1	1	1	1	2	2		2	2	2	4	4		4			
6	3	1	4	1	1	2	1		1	1	1	2	6	4	10	1		1			
5	6	4	10	4		4	4		4		1	1	10	7	17	3		3			
4	2		2	4	1	5	4	1	5	5	1	6	9	5	14	6		6	1	4	5
3	5	2	7	11	5	16	3	1	4	4	2	6	14	11	25	6	3	9	2	3	5
2	14	4	18	9	8	17	4	5	9	5	2	7	21	22	43	10	7	17	7	4	11
1	20	8	28	7	5	12	9	4	13	5	2	7	29	28	57	14	6	20	25	8	33
Total	54	19	73	44	22	66	29	16	45	26	10	36	99	91	190	59	16	75	36	19	54
Detached	1 session only			Dukinfield			M	15	F	5	T	20	Hyde			M	8	F	1	T	9

7.100 Table 6: Attendance by location: Q2 (1 July 2012 to 29 September 2012)

Location	TOTAL ATTENDANCE			Return rate			
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
Bennett Street	149	48	197	62.96%	57.89%	61.64%	
Cedar Park	176	65	241	84.09%	77.27%	81.81%	
Copley	100	77	177	68.97%	75%	71.11%	
Cyber Cafe	103	36	139	80.77%	80%	80.5%	
Duke Street	364	338	702	70.7%	69.23%	70%	
Oxford Park	274	29	303	76.27%	62.5%	73.33%	
Detached Denton	49	41	90	28.57%	57.89%	38.89%	
Detached Dukinfield	15	5	20				
Detached Hyde	8	1	9				
Total	1238	640	1878	64.22%	66.33%	64.96%	
AVERAGE ATTENDANCE per session		Male	11	Female	6	Total	16

7.101 Table 6 shows the total attendance from 1 July to 29 September 2012. During this period 117 sessions have been delivered by Nacro, 56 on a Friday night and 61 on a Saturday night.

7.102 When looking at table 6, compared with table 3 it is clear to see that the level of youth work that is being delivered in Tameside has increased significantly. During Q2 (2012) 1878 children have attended sessions that have been delivered across 6 youth centres and detached youth work has taken place in Denton, Dukinfield and Hyde.

7.103 The youth work provided by Nacro has not been as high as the Council wanted, however data from the above tables shows that Nacro have undertaken work to improve service delivery.

Conclusions

14. Nacro's initial difficulties with implementation were heightened by complaints that the Council received with regards to provision, which resulted in the Council implementing an improvement plan.
15. While levels of attendance have some way to go, Nacro have improved attendance at youth sessions and also increased the amount of children that repeatedly attend. Nacro have also improved working relationships and the level of engagement with young people in Tameside.

Joint Working Relationships

- 7.104 Youth work plays an important role in providing children with constructive activities, which help contribute towards their social wellbeing. Once youths get involved with anti-social behaviour (ASB) it can undermine the youth work that is taking place and also increase the amount of resources that are needed by the Police.
- 7.105 By working closely with communities, local authorities and other key partners the Police can monitor anti-social activity and take coordinated action to stop it. By increasing the amount of partnership work that takes place, this can help improve the way that information is passed between different organisations and help reduce the negative impacts that ASB can have.
- 7.106 A substantial amount of joint working takes place across the borough between the Police, the local authority and youth centres. Monthly Partners and Communities Together (PACT) meetings are used to address many issues, including crime.
- 7.107 The PACT meetings help information to be shared and allow all parties involved to raise any issues. If the Police have a problem with a child or a group of children in a specific area they will attend PACT meetings to discuss the problems and possible solutions.
- 7.108 Operation Resonance is a Police initiative which supports youth work that is undertaken on Friday and Saturday evenings. Work is carried out to encourage young people to take part in safe and positive activities, which prevent them from being on the streets.
- 7.109 The intention of Operation Resonance is to assist youth services to engage with young people and sign-post them to youth centres. The Police will also provide a high visibility presence in ASB hot spot areas to disperse any congregating youths, once the youth centres close.
- 7.110 Operation Staysafe, which is part of Operation Resonance is a joint Police and local authority operation which aims to protect children that are left to wander the streets at night, by removing them to a designated 'place of safety'.
- 7.111 Youth services across Tameside help to reduce the amount of ASB that takes place. They make a positive impact towards improving community cohesion, encourage volunteers from within the community and allow young people to work together, helping to create understanding and tolerance.

Tameside Youth and Family Team

- 7.112 Tameside Council's Youth and Family Team can learn from the commissioning process and move forward to help shape the future of youth provision.

- 7.113 It is important that work is carried out to improve the communication between commissioners and the operational delivery of the contract, which can ensure better outcomes.
- 7.114 Increasing the involvement of Young Inspectors and the Youth Council in the design and monitoring of contracts will allow children in the borough to play an active role in the design of the services they receive.
- 7.115 It is also important that clear guidance is provided throughout the commissioning process with regard to performance targets and monitoring. This will allow the commissioned organisations to be fully aware of the expected delivery and outcomes.
- 7.116 In order for youth provision to build capacity and improve community development, work must be undertaken to identify community needs, tailor services to meet those needs and build on partnerships that already exist.
- 7.117 There are a lot of proactive volunteers in Tameside and it is important that the Council continues to encourage and support the local and voluntary community sector. With support they could bid for smaller pots of money and deliver local provision on a smaller scale.
- 7.118 It is also important to note that youth work that had been delivered by the Council was aimed at encouraging young people to take more ownership of the services they receive and the equipment that is supplied by charging a nominal amount for entry.

Commissioning Approaches Taken by other Councils

- 7.119 Ofsted recently visited 12 local authority areas to evaluate the approaches adopted in commissioning services for young people. In this context commissioning is the process of deciding how to use the resources available for youth provision.
- 7.120 Some of the key findings from Ofsted were:
- Commissioning had developed at a varied pace, only 5 of the 12 authorities had sufficient well-established commissioning arrangements for youth services.
 - In most cases, local authorities were not giving impartial consideration to new providers as part of their commissioning processes, particularly the voluntary and community sector.
 - Examples were seen where a well-managed commissioning approach, over a period of time, had provided young people with a greater range of better targeted activities.
 - Creating a collaborative culture of shared valued across organisations within a local area is as critical as getting the technical aspects of commissioning correct.
 - Practice in relation to young people's participation in commissioning activity was often good. The young people involved learned much from this.
 - Monitoring arrangements took insufficient account of young people's learning, achievement and progress

Looking Forward

- 7.121 There are a number of options available to the Council in relation to the future commissioning of youth provision in Tameside. The initial contracts that were awarded are due to end in March 2013, following on from this the Council potentially has 3 options:

	Pros	Cons
1. Renew existing contracts	Current providers have established good working relationships and performance is improving.	Changes to performance monitoring will need to take place to ensure service delivery doesn't become complacent.
2. Undertake a new tendering process	Potential to redesign contracts and improve service delivery.	The process can be time consuming and costly. It will take time to build relationships with new providers.
3. Look at options available with Local Consortium	This will allow organisations from the local voluntary and community sector be involved in youth provision.	The consortium is yet to be fully developed and relies on interdependence between organisations.

Conclusions

16. By improving the amount of partnership work that takes place the Council and youth work providers can make a positive impact towards reducing ASB and improving community cohesion in Tameside.
17. Evidence shows that a well managed and maintained commissioning approach has the potential to provide young people with a greater range of better targeted activities.

Recommendations

10. That the Council ensures that a sufficient performance monitoring framework is developed, agreed and monitored with the commissioned organisations at the start of the contract. With the possibility of introducing performance targets and incentives i.e staggered payments or payment on performance.
11. That the Council work towards improving communication between commissioners and the operational delivery of the contract.
12. That Council's internal youth services and the commissioned youth work providers meet with partners, such as the Police on a regular basis. Improving communication during contract design, the consultation process and for the duration of the contract.
13. That the Council considers the points made relating to the future options available to the commissioning of youth provision in Tameside.

8. CONCLUSIONS

- 8.1 Statutory guidance states that a local authority must seek the views of children and young people, when decisions are being made that relate to services that directly involve them.
- 8.2 The Youth and Family Team was created as a result of a service re-design, which aimed to amalgamate parts of Children's Services and improve frontline delivery.
- 8.3 The rationale for the commissioning route was to ensure the level of youth work being delivered in the borough was maintained.
- 8.4 Two contracts were created to commission youth work that will substitute services that were previously provided by the Council.
- 8.5 Commissioned organisations are responsible for ensuring that the needs of children in Tameside are met and also make sure that information relating to service delivery and performance is readily available to the Council.
- 8.6 The Council identified groups of children to contribute towards contract design and also form part of the tender and evaluation process.
- 8.7 The contract specified that youth work should be primarily delivered in youth centres, that will be made available free of charge by the Council.
- 8.8 The Council worked with CVAT to engage the local voluntary and community sector to contribute towards contract design and provide the opportunity for local organisations to bid for the contracts.
- 8.9 The voluntary and community sector were seen to be at a disadvantage due the size of the contracts, which resulted in a disappointing level of interest, with only one local organisation placing a bid.
- 8.10 CVAT is continuing to work with local organisations to develop a local consortium which will allow them to benefit from joint expertise and capacity. The consortium 'Better Futures Tameside' is due to be established in early 2013.
- 8.11 The short timeframe between when the contract was awarded and when provision was due to commence meant that both commissioned organisations were unable to provide comprehensive and widespread centre based youth work on 16th September 2012.
- 8.12 At the start of the contract Nacro were unsure about the type of youth work they were required to deliver and initial complications meant that were unable to provide youth work in a number of areas across Tameside, over a prolonged period of time.
- 8.13 Youth work provided by Tinies during the contract has continued to improve and work has been undertaken to address any issues where required.
- 8.14 Nacro's initial difficulties with implementation were heightened by complaints that the Council received with regards to provision, which resulted in the Council implementing an improvement plan.
- 8.15 While levels of attendance have some way to go, Nacro have improved attendance at youth sessions and also increased the amount of children that repeatedly attend. Nacro have also improved working relationships and the level of engagement with young people in Tameside.

- 8.16 By improving the amount of partnership work that takes place the Council and youth work providers can make a positive impact towards reducing ASB and improving community cohesion in Tameside.
- 8.17 Evidence shows that a well managed and maintained commissioning approach has the potential to provide young people with a greater range of better targeted activities.

9. RECOMMENDATIONS

- 9.1 That the Council ensure that the time between the contract being awarded and implementation is increased, allowing organisations to undertake sufficient consultation and workforce planning.
- 9.2 That the Council involve Tameside Youth Workers, Senior Practitioners and Young Inspectors in the future design and monitoring of contracts; also look to increase the diversity of the children involved in the consultation process i.e representatives of different groups and primary school age children.
- 9.3 That the Council look at the possibility of separating the contracts into smaller amounts, similar to the holiday grant scheme, which has the potential to encourage more local organisations to bid for contracts.
- 9.4 That the Council introduce social value clauses into contract design and criteria, where possible.
- 9.5 That the Council ensure that comprehensive details relating to service delivery is made clear in the contract details and confirmed with the commissioned organisations before delivery is due to start.
- 9.6 That clear criteria is set out in the contract about the marketing that needs to be undertaken by the commissioned organisations.
- 9.7 That the Council review the type of contracts that are being offered, with regards to age range. With the possibility of delivering separate youth work for children age 8 to 11 (primary age), 11 to 16 (secondary age) and 16 to 19 (post school age).
- 9.8 That towards the end of the contract period the Council provides information to the commissioned organisations about the approach about the plans for the contracts going forward; and looks at the benefits of introducing a longer contract period.
- 9.9 That the Council review the number of buildings that are available for commissioned organisations to use, and their location. With the view that this can improve accessibility, popularity and increase BME attendance.
- 9.10 That the Council ensures that a sufficient performance monitoring framework is developed, agreed and monitored with the commissioned organisations at the start of the contract. With the possibility of introducing performance targets and incentives i.e staggered payments or payment on performance.
- 9.11 That the Council work towards improving communication between commissioners and the operational delivery of the contract.
- 9.12 That Council's internal youth services and the commissioned youth work providers meet with partners, such as the Police on a regular basis. Improving communication during contract design, the consultation process and for the duration of the contract.

9.13 That the Council considers the points made relating to the future options available to the commissioning of youth provision in Tameside.

Post Scrutiny - Executive Response

In Respect of: Scrutiny Review into The Commissioning of Youth Provision in Tameside

Date:

Cabinet Deputy: Councillor Allison Gwynne (Children and Families)

Partnership: Children's Trust Board

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
1. That the Council ensure that the time between the contract being awarded and implementation is increased, allowing organisations to undertake sufficient consultation and workforce planning.	Accepted	Future procurement exercises will comply with the timetable and practice of the Joint Commissioning and Performance Management Team – a minimum of 12 weeks will be allowed between contract award and commencement. This may be longer if deemed appropriate.	Joint commissioning team / Lead Officer	Immediate
2. That the Council involve Tameside Youth Workers, Senior Practitioners and Young Inspectors in the future design and monitoring of contracts; also look to increase the diversity of the children involved in the consultation process i.e representatives of different groups and primary school age children.	Accepted	We will utilise the Youth Forum, School Councils and Young Inspectors programme to ensure engagement from a range of diverse groups as part of our consultation process for future youth delivery models and contracts. In addition, the Council will consult with partner agencies and colleagues across neighbourhoods and communities. The revised youth offer will be delivered from September 2013.	Pauline Venus	September 2013
3. That the Council look at the possibility of separating the contracts into smaller amounts, similar to the holiday grant scheme, which has the potential to encourage more local organisations to bid for contracts.	Accepted	Consideration will be given to how contracts are configured. This will include considering best outcomes for users and potential users, and for local providers.	Joint commissioning management team / Directorate	Immediate and ongoing

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
4. That the Council introduce social value clauses into contract design and criteria, where possible.	Accepted	Social Value clauses will be introduced into contract design and criteria where possible and when at the appropriate opportunity.	Joint commissioning team / Lead Officer	Immediate and ongoing
5. That the Council ensure that comprehensive details relating to service delivery is made clear in the contract details and confirmed with the commissioned organisations before delivery is due to start.	Accepted	Contracts and service specifications will be clear about expected outcomes and this will be confirmed with successful organisations to ensure services delivered are reflective of the Council's expectations and requirements. Where Method Statements are used, these will be a further check that the commissioned organisation is clear about the expected outcomes.	Joint commissioning team / Lead Officer	Immediate and ongoing
6. That clear criteria is set out in the contract about the marketing that needs to be undertaken by the commissioned organisations.	Accepted	Where marketing of a service is a requirement within the service model, this will be stated explicitly in the contract and service specification.	Joint commissioning team / Lead Officer	Immediate and ongoing
7. That the Council review the type of contracts that are being offered, with regards to age range. With the possibility of delivering separate youth work for children age 8 to 11 (primary age), 11 to 16 (secondary age) and 16 to 19 (post school age).	Accepted	As part of our current remodelling of youth provision within a wider neighbourhood offer, we are reviewing all youth provision and seeking opportunities to develop new delivery models that respond to the outcome of consultation with young people and partners. This will include targeted provision for particular groups of young people, including different age groups. In addition, we will review the number of after school clubs that are delivered by schools to ensure there is no duplication in junior provision The revised youth offer will be delivered from September 2013.	Pauline Venus	September 2013
8. That towards the end of the contract period the Council provides information to the commissioned organisations about the approach about the plans for the contracts going forward; and looks at the benefits of introducing a longer contract period.	Accepted	This will be part of standard practice. The length of a contract may need to be determined by the length of funding we know we can commit to, but generally a contract will be issued that allows for consistency and is of a sufficient length to offer stability to users of the service and the provider.	Joint commissioning team / Lead Officer	Immediate and ongoing

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
9. That the Council review the number of buildings that are available for commissioned organisations to use, and their location. With the view that this can improve accessibility, popularity and increase BME attendance.	Accepted	As part of the work to develop a revised youth offer from September 2013, we will review the use of buildings for delivery by both council staff and partner agencies, voluntary, community and faith organisations.	Pauline Venus	September 2013
10. That the Council ensures that a sufficient performance monitoring framework is developed, agreed and monitored with the commissioned organisations at the start of the contract. With the possibility of introducing performance targets and incentives i.e staggered payments or payment on performance.	Accepted	Contracts will reflect the monitoring details and arrangements. Where appropriate this will include targets and outcomes. Regular contract monitoring will ensure compliance with contract requirements, and where performance is not adequate, appropriate action will be taken to improve this, with action being taken where performance is not improved.	Joint commissioning team / Lead Officer	Immediate and ongoing
11. That the Council work towards improving communication between commissioners and the operational delivery of the contract.	Accepted	The service will have an identified Planning and Commissioning Officer and Contract Performance Officer who will maintain regular contact with the provider. This will include regular contract performance meetings.	Joint commissioning team / Lead Officer	Immediate and ongoing
12. That Council's internal youth services and the commissioned youth work providers meet with partners, such as the Police on a regular basis. Improving communication during contract design, the consultation process and for the duration of the contract.	Accepted	As part of our current remodelling of youth provision within a wider neighbourhood offer we will engage with partner agencies and colleagues across neighbourhoods and communities on a regular basis during the consultation and design phase.	Pauline Venus / Lisa Lees	September 2013
13. That the Council considers the points made relating to the future options available to the commissioning of youth provision in Tameside.	Accepted	The points made in relation to future options will be taken into account when next steps are determined for future contracts and provision.	Lisa Lees / Adam Allen	September 2013