PURPOSE OF REPORT:

There are a number of developments underway to enhance the Youth Offer to young people in the city. These range from the redesign of the youth service, the opportunity to develop new facilities and the development of a cultural offer for young people that supports young people to “find their talent”.

This report updates the Committee of the current position and direction of travel to realise the benefits.

RECOMMENDATIONS:

That members note:
Progress made to date.
The direction of travel to ensure we provide a comprehensive Youth Offer for young people

FINANCIAL CONSEQUENCES FOR THE REVENUE BUDGET

Plans fall within the current financial envelope including grant funding, and are contained within the business plans agreed for the services involved.

FINANCIAL CONSEQUENCES FOR THE CAPITAL BUDGET

None

CONTACT OFFICERS:

Laureen Donnan – Children’s Services
Lyn Barbour – Chief Executives

BACKGROUND DOCUMENTS:
No background papers

**WARDS AFFECTED:**

All

**IMPLICATIONS FOR:**

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1. Introduction

In September 2008\(^1\) the Council’s Executive affirmed its commitment to developing a Manchester Youth Offer and ensuring that the needs of young people are met through a corporate commissioning framework. This commitment provides the overarching approach to ensuring that youth provision and opportunities in the city are both universally available to all young people as well as providing specific targeted services for young people facing difficulty. Our aspirations are for high quality provision, extensive opportunity for young people to engage and participate in rewarding and fulfilling activities and have places to go that are welcoming, young people focussed and where young people chose to “hang out”.

This has led to a number of stands of service development and review. A review of provision during end of 2007 and early 2008 identified that whilst there was some excellent youth provision and opportunities in the city, the overall standard was variable and there were geographical gaps. The approach to address this is based on the following broad themes being the core component of the offer:

- Active citizens
- Sport, leisure and informal learning opportunities
- Targeted provision
- Cultural and creative activities
- Volunteering opportunities
- Information, advice and guidance
- Health offer
- Skills and aspirations that support further education and employment
- Celebrating achievement and young people’s contribution to the city

2. What Are We Doing to develop the Youth Offer

We have been approaching the development of the offer through:

- Undertaking extensive consultation with both young people and with partners
- Redesigning the Youth Service
- Developing approaches and partnership that reflect the corporate approach
- Maximising funding opportunities to develop high quality youth facilities

3. Consultation

\(^1\) www.manchester.gov.uk/downloads/7_youth_offer__full_report.pdf
In order to give young people themselves the opportunity to inform and shape the Manchester Youth Offer, the Youth Service carried out an extensive consultation during February and March 2009. There were three main elements to this work:

- A series of 26 focus groups with young people from different ages and backgrounds including looked after young people, asylum seeker young people and traveller young people.
- A further 20 focus groups carried out in conjunction with the Children and Young People’s Plan consultation.

As well as consulting with young people, we consulted with local authority departments and commissioned providers that have direct involvement with providing services to children and young people. The aim of the consultation was to attempt to establish:

- Whether the broad themes of the Youth Offer as set out in the October 2008 report to the Executive properly reflected the range of provision we felt should be available to young people in Manchester;
- What services were currently provided;
- Which services were felt to be so fundamentally important to young people that they should be available by right to all young people and as such included in the Youth Entitlement;
- What obstacles would need to be addressed for this to be a genuine offer for all young people in the city;
- What other services departments and/or partner organisations wished to provide or knew that young people themselves had suggested;
- What other consultations and/or other feedback were relevant to the Youth Offer.

The outcomes from the all of the consultation are currently being analysed and aggregated. Initial findings however suggest that from the young peoples consultation there are strong views that young people desire:

- Access to safe, local, affordable activities. Inexpensive transport is a real issue for young people.
- More opportunities to participate and contribute as active citizens and the opportunity to volunteer.
- To be respected by adults and have their views taken seriously and acted upon.
- Adults to change their negative perceptions of them.
- Better communication with services and clearer, more relevant information on the opportunities available to them.
From the partners/providers consultation there have been strong statements made reflecting:

- Concerns about safety/crime are widely held and are seen as a potential barrier to participation.
- A desire to involve young people more closely in the design and/or delivery of services.
- The need for a joined up approach in delivering leisure, sport, and cultural offers.
- Recognition that the various elements of the Youth Offer are mutually reinforcing. For example, it is possible to use cultural and sporting opportunities as vehicles for engaging with young people who may need support to access education, employment and/or training. These activities can also support mental and physical health, self-esteem and general well-being.

A final report setting out the Youth Offer will be presented to the Executive later in the year and a launch is being planned.

4. The Redesign of the Youth Service

Since September 2007 there has been a thorough, detailed and comprehensive review of the Youth Service, which included looking at performance, outcomes, staffing and resources and its links to other services. The outcome of this audit provided evidence that there was capacity to significantly improve the service on a number of levels.

The Executive received a report in March 2009 that outlined proposed changes to the youth work delivery model in Manchester. This report outlined three alternate options for consideration. These were:

(1) The Service could be improved through evolutionary reorganisation within the existing workforce and other parameters.

(2) The Service could also be improved more quickly through revolutionary reorganisation if all current Youth Service posts were to be disestablished and reappointed to a radical new structure.

(3) It would be possible to achieve both the cultural change required, alongside the service improvements needed, by commissioning out youth work delivery in order to meet the key objectives of the City Council and its associated partners.

The executive approved option 2 as the model for implementation and following this a report was taken to Personnel Committees in March and May 09 setting out the proposals for changes to posts and terms and conditions. It has been acknowledged that it is of critical importance to develop a service, which is based on quality, neighbourhood priorities and sits within a framework equipped to develop and improve the Integrated Youth Offer; which meets all its key performance indicators and adds value to the lives of the young people across our communities.
Appendix 2a and 2b are diagrammatic representation of the new structure for the provision of youth work in the city. The current timescales are for a Head of Service – Youth Offer to be appointed on 1st July and for the District Youth Offer Managers to be interviewed initially within a ring fenced process by middle of June. The filling of all posts through internal processes and external recruitment is expected to be completed by end September 09.

The move from a citywide service to a 6 District model will deliver on two strands of activity in each district, being more responsive to local issues and need:

1. Targeted Youth Support – coordinating a range of partners to deliver improved outcomes for young people, including delivery of grant funded STEPS projects, alternative education programmes, the Intensive Intervention Project and youth diversion programmes through Youth Contact teams. This includes co-ordinating connexions, behaviour and attendance support, young people’s health provision, voluntary sector and crime and disorder services within an IYSS.

2. Open Access Youth Work – covering centre-based, outreach, detached, and mobile youth work provision. This includes D of E and outdoor education provision as funded.

5. The Partnership approach

A short-term group has been established cross Council to develop better understanding and a partnership approach to ensuring that services cross council reflect the needs of young people and champion opportunities that improve young people’s quality of life and outcomes. Additionally this group of senior staff are increasingly adopting a commissioning approach to ensure that best use of available resources can be evidenced.

The governance arrangements of the Youth Offer are being developed. This will result in a proposal being taken to the Children’s Board regarding reporting, collective target setting and performance management arrangements being agreed with all contributing services.

An example of the benefits of this collaboration is reflected in our approach to the development of a cultural offer.

In 2008, developed through a cross Council senior officer group, Manchester City Council submitted a bid to the DCMS to be a pilot authority for the Find Your Talent programme. This bid was unsuccessful, however in view of the strong support that had been generated it was agreed that Manchester would go ahead with a small-scale pilot. The objective of Find Your Talent is to create an offer of 5 hours per week of cultural activity for all young people aged 0 – 19. Research and consultation has taken place in Manchester to identify the scope of the cultural offer pilot. This will take place in North Manchester over a three-year period, with the aim of rolling this out on a citywide basis. The cultural offer will build on the extensive and excellent work that already takes place with young people. This is mainly delivered through the education and outreach services of cultural organisations based in the
city centre including the Manchester Art Gallery, Cornerhouse and the theatres and through education services including the Manchester Music Service and Zion Arts Centre.

Music and Culture

The Manchester Music Service provides accessible and inclusive in-school and out-of-school music-making opportunities for 3 – 19 year olds across the city.

98% of Manchester schools choose to buy in tuition from the Music Service. A wide range of musical styles is available reflecting the diverse nature of Manchester’s population and schools buy in the appropriate tuition to meet their requirements, including Music Technology.

94% of Manchester Primary Schools are presently meeting the government’s Wider Opportunities pledge that every Key Stage 2 child should receive one year’s free instrumental tuition. Strategies are in place for those who wish, to continue the tuition with a particular focus on transition to high school. In total over 13,000 children and young people are currently learning to play musical instruments.

Manchester Music Service is commissioned to provide an out-of-school Music Activities Programme. There are 12 Music Centres across the city to which all Manchester children and young people have free access. They provide ensemble and performance opportunities. All centres have Student Councils which are becoming increasingly involved in the decision making at each centre. The Activities Programme is currently funded through the Music Standards Fund. From September instrumental tuition will also be available at the centres but charged for at full cost recovery with the exception of the ‘endangered instruments’.

Partnerships with the many national and local cultural organisations and institutions provide further performance and music-making opportunities for children and young people. Similarly, partnerships with other LA services could also enhance the current provision thus contributing to the cultural offer.

Much of the cultural activity with young people takes place through schools as part of the core curriculum and the impacts of this on educational achievement have been demonstrated in a number of previous reports. The cultural offer pilot will take this work a step further and develop opportunities for young people to participate in cultural activities outside of core school time as part of the wider Youth Offer in North Manchester. There is high demand for these opportunities from young people and participation raises aspiration and increases confidence and self-esteem. This has positive benefits for health and well-being as well as employability.

Three initial projects were supported between January and April 2008: Manchester Art Gallery worked with young people from North Manchester High School for Boys at risk of becoming ‘NEET’ culminating in an exhibition in North City Library; Contact ran a drop in for young people in the old Co-op building in Moston Lane; Manchester Music Service and the Halle led a project with primary schools in Harpurhey. The next stage of the programme will enable further projects to be delivered, and also build partnership between schools, Academies and youth services in North Manchester and cultural organisations. It will also include an audit of opportunities and how these can be better marketed. A key objective of the pilot will be to identify
how cultural opportunities for young people can be resourced on a sustainable basis as the current level of provision is limited.

It is intended to adopt a similar approach for other aspects of the Youth offer, addressing sports and leisure offer etc.

6. Maximising Funding Opportunities

Aiming high for young people: a ten year strategy for positive activities set out the Government’s vision for improving youth facilities in response to clear ongoing demand from young people, parents and communities for more and better places for young people to go. It set out an ambitious goal for new and improved places for young people to go in all areas of the country over the next ten years.

There have been two recent opportunities to develop such facilities in the City.

The Youth Capital Fund – Plus has allocated a capital grant to the Council for allocation by young people according to stringent criteria. Department for Children, Schools and Families approved following a consultation process extension and refurbishment of Averill Street Youth Centre. This work is underway and will provide enhanced and high quality facilities and will support the youth provision there as well as the Steps project.

My Place funding had been designed to develop iconic and innovative facilities that reflect our vision for and respect of young people across England through Government capital investment over the next three years through grants of between £1million and £5 million. Manchester secured the services of Onside, a consultancy arm of Bolton Lads and Girls Club to develop a proposal for the city. A potential site in Harpurhey was identified and agreed as a suitable location, particularly given that it is an area of high social disadvantage, with very few existing quality youth facilities. The initial submission has now been approved and we are working up more detailed plans for an end of August submission.

The outline-funding proposal from ONSIDE identifies a funding formula that forms the revenue costs of delivery. This is to be achieved by a contribution of 25% from the Private sector, 25% via fund raising and sponsorship, 10% from membership and entrance fees, and 40% from the Local Authority and Public Sector partners. The business planning process and budget process for 2009 /2012 has agreed in principal to this commitment, which was a pre-requisite of the outline bid.

The proposal is for a facility that will be managed by an independent management committee, day-to-day management will be via a Chief Executive and senior staff and their team of youth workers, support staff and volunteers and will be independent from the local authority

A capital project board is being established and a shadow management committee is being developed. Once final approval is given early 2010 it is expected that final completion will not exceed 12 months.
7. Conclusion

The direction of travel for improvements in the offer to young people in the city involves radical redesign, improvements to performance and better collaboration and use of resources. There has been significant progress to date in improving the quality of service but there is still much to do to ensure youth remains a high priority and continues to be at the heart of developing young people’s aspirations and ensures they reach their potential. As progress continues and improved performance embeds longer term consideration can be given to possibility of additional investment in the youth offer.

We ask that you note the report and the progress made to date.
Appendix 2a

Revised Restructuring Proposal 1

Staffing budget supported by core MCC funding amounts to £2,928,024

A. D. Children’s Services

District Manager x Children’s Services

Service Administrative Staff Budget currently under C.S Review

Head of Service Youth Offer

Youth Offer Manager (Participation)

Youth Offer Manager (Quality Assurance)

Accreditations Officer

Youth Offer Publicity and Communications Officer

District Youth Offer Manager x

TYS Coordinators x 6

Advanced Practitioners x

Main Professional Grade Youth Workers x

FTE Part-time Youth Support Workers

Not funded by YS budget
Revised Restructuring Proposal 2

Youth Offer
Externally Funded
Youth Service Posts

Line managed by the Youth Offer Manager (Participation)
- Youth Voice Youth Worker (Participation)
- YOF/YCF Youth Worker
- Volunteering Coordinator (Part Contribution)

Line managed by the Youth Offer Manager (Quality Assurance)
- Contracts Manager Funded by Extended PAYP

Line managed by TYS Coordinators
- STEPS Project Funded from DSG
- Focus Training Funded by LSC
- Youth Contact Team Funded by WNF (C+DRP)
- Intensive Intervention Project Funded by YCAP

Line managed by the NE District Youth Offer Manager
- NEM Detached Team Funded by NDC*

Staffing budget supported by external funding amounts to £891,935

*Project ends September 2009