

Delivering Differently for Young People

TRANSFORMING LOCAL AUTHORITY SERVICES FOR YOUNG PEOPLE
THROUGH NEW DELIVERY MODELS

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Cabinet Office



SETTING THE SCENE

The challenges facing many local authorities (LAs) mean that councils are rethinking how they can meet their statutory duty to secure, sufficient services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their well-being [Section 507B of the Education and Inspections Act 2006]. These services and activities are now referred to using terms that range from a traditional 'youth service' to 'early intervention', 'positive activities', and 'access and engagement'. Many local authorities have responded to challenges by embracing new, innovative ways of delivering high-quality services that respond to local need and remain focussed on the well-being of young people. Cabinet Office wants to support this innovation.

Building on the first round of *Delivering Differently for Young People* programme launched in 2014, a further £200k of funding has been allocated to support up to five more local areas in 2015/16. **This year's programme will enable successful applicants to access up to £40,000 of bespoke technical, legal and consultancy support to identify and progress alternative youth service delivery models.** The focus will be on assisting LAs to restructure or redesign their services to deliver their statutory duty innovatively, with improved outcomes for young people.

We do not wish to be prescriptive about the youth service delivery model you might want to consider adopting, however, brief examples of alternative delivery models that fall between in-house delivery and traditional outsourcing include (but are not limited to):

- Spin outs, including Public Service Mutuals – following in the successful footsteps of Epic CIC and Knowsley Youth Mutual, transforming the services for young people into an employee-led organisation delivering the service against a local authority contract.
- Voluntary Community and Social Enterprise (VCSE) sector delivery – commissioning out to local VCSE organisations.
- Establishing an independent Youth Trust to commission local youth services, funded by the LA and other sources.
- A joint venture or partnership with organisations pooling resources and expertise.

Applicants who only wish to consider re-structuring in-house provision will not be eligible for the programme.

The types of bespoke support we envisage successful applicants may wish to commission include:

- Legal advice on new organisational structures and operating models;
- Independent stakeholder consultation and engagement activity;
- Development of an options appraisal;
- Review and baselining of existing services; and
- Development of a specification for a new service.

HOW TO APPLY

Applications will close at 10am on Tuesday 6 October.

The application process will consist of two stages:

- An Expression of Interest; and,
- A telephone interview

Applicants will only proceed to the second stage if their Expression of Interest meets the required threshold.

Before agreeing the specification of the bespoke support you wish to commission, successful applicants and their local stakeholders will take part in a workshop facilitated by **The Centre for Youth Impact** (www.youth-impact.uk). This compulsory workshop will be an opportunity to build consensus on the outcomes that partners want to achieve for young people in the local area, as well exploring how to use evidence to develop a service (re)design framework. Subsequently, we will expect the lead applicant and local partners to agree the scope of external support they would like to access through the Delivering Differently for Young People Programme.

A detailed timetable setting out the various stages of the programme can be found in Annex A.

If are interested in applying and would like to discuss the programme further or have any questions, please contact ddyp@cabinetoffice.gov.uk

AM I ELIGIBLE TO APPLY?

Potential applicants should consider the following minimum requirements before applying:

Clarity of in scope services

Applicants must have a clear idea of the services and activities for young people in scope of transformation and be able to demonstrate that these contribute to improving the well-being of young people in accordance with the statutory duty. Applicants will need to demonstrate their priorities and vision for transformation, why the service(s) presents a good opportunity to implement a different delivery model, and what benefits a new model would have for young people and the authority.

Senior support

Applicants must show they have the support of a senior sponsor (e.g. Executive Director or Chief Executive) and a lead elected member to explore and implement new delivery models.

Resources

Applicants will need to demonstrate they have sufficient capacity and resources to drive forward the exploration of new models of youth service delivery in a relatively short timeframe. We know from 2014/15 programme that local authorities needed to invest a significant amount of officers' time to the process. We will also need you to provide a venue to host a workshop led by the Centre for Youth Impact. Through the programme we will fund a maximum of £40k for bespoke support but we particularly welcome applications from those able to commit additional financial resource to the process.

Cross sector engagement

Applicants must also demonstrate they have already started to engage other partners and stakeholders in a discussion around youth service transformation. Without existing engagement activity it will be challenging to progress service transformation activity in the necessary timeframe for this grant programme.

Commitment to sharing knowledge across the local authority and with Cabinet Office

Applicants will be required to commit to capturing and sharing lessons learnt in the programme and sharing these with others. This will include attendance at two peer learning workshops with other areas participating in the programme, as well as providing feedback on your learning and experience at a dissemination event in early Summer 2016.

WHAT WILL MAKE A STRONG APPLICATION?

Critical to this programme is ensuring that services are sustainable in the long-term and that they deliver valuable and meaningful outcomes for young people to improve their well-being outside of school.

The statutory duty protects clear, positive outcomes for young people, rather than prescribing specific services which might not meet the specific needs of the local people. The [statutory guidance](#) for this duty was last updated by the Department for Education in July 2012. Applicants should refer back to these documents and consider how the services and activities they provide contribute to their work to meet the duty.

FAQS

New and alternative delivery models

We haven't yet looked at alternative models – can we still apply?

Yes you can, but preference will be given to those that have already started to explore alternative delivery models.

Are you only interested in models that involve mutuals and voluntary, charity and social enterprise (VCSE) groups?

No. The *Delivering Differently for Young People Programme* is designed to reflect the full range of models that lie between in-house delivery and traditional outsourcing.

Is there a timeframe in which implementation has to occur?

There is no formal deadline by which a new model must be implemented. However, it is expected that applicants should be aiming to implement new models of delivery by March 2017. We will expect clear timetable for implementation to be one of the outputs from your involvement in the programme.

Application process

We applied for the *Delivering Differently for Young People Programme* last year but were unsuccessful. Can we still apply this year?

Yes, we are happy to receive applications from local authorities that were unsuccessful last year.

Can local authorities collaborate to submit a joint Expression of Interest?

We actively encourage potential applicants to consider the merits of joint bids between two or more authorities or other public bodies, where there is a clear rationale for combining service provision.

Does the lead applicant need to be a local authority?

No. We will also consider applications from voluntary, community and social enterprise (VCSE) sector organisations, but only where they are working in partnership with the local authority. In these circumstances the proposed lead organisation will still be required to confirm they have the support of a senior officer in the local authority and a lead elected member.

When is the application deadline?

Applications must be received by email to ddyp@cabinetoffice.gov.uk by 10am on 6 October 2015. Late applications will not be considered.

Support package

Is this Programme open to all local authorities, including in Scotland and Wales?

Delivering Differently Programme for Young People is only open to authorities in England.

Will we be given the money to buy bespoke support ourselves?

Yes,. We will work with you to agree the makeup of a package of support that will give you the best chances of achieving your specified outcomes, including a budget that you will be required to keep to in acquiring the support. Cabinet Office approval will be required before you enter into a contract or agreement with a supplier using our funds.

Can you recommend a supplier to us?

We can't recommend a specific supplier and we expect grant recipients to procure through fair and open competition.

Can we appoint more than one supplier?

Yes, we recognise that you may need to seek support from more than one supplier.

Resource requirement

What resources will we need to commit to this process?

A significant amount of local authority officer time is required to support service transformation activity. Applicants will only be successful if they can demonstrate the necessary commitment and resources to drive this work forward. We encourage you to talk with partners at an early stage to agree how different partners will contribute to this process.

What information will our suppliers need from us?

Again, we know from last year, that suppliers require a significant amount of detailed financial and other information where they are supporting LAs in producing an options appraisal. We will endeavour to share a list of likely information requests as soon as successful applicants are announced.

Grant management

How will Cabinet Office monitor the grant agreement?

We will set up a grant agreement with each successful applicant. The agreement will provide a summary of the issue you are trying to address locally and the outcomes you will deliver through the grant funding. It will be the responsibility of the successful applicant to monitor the performance of their appointed suppliers and to ensure that grant funding has been spent by the end of the financial year 2015/16. We will require evidence that outcomes set out in the grant agreement have been achieved within eight weeks of the grant period ending (by the start of June 2016).

What outputs do we need to produce?

We believe the process of engaging partners and stakeholders, and reaching agreement on the appropriate model for redesigning the delivery of youth services (and a timetable for this) is the most important outcome of this work during the grant-funding period. We will, however, as a minimum expect lead organisations and/or the supplier to produce a formal report output which confirms the model(s) under the consideration or that has been agreed, the rationale for this and a timetable for implementation. We will also expect successful applicants to participate in at least one dissemination workshop in early Summer 2016.

EXPRESSION OF INTEREST FORM

The Expression of Interest form asks six core questions, covering the context of existing youth service provision, the challenges faced in securing a local offer, the aims of service transformation, how you are engaging stakeholders, the resources you would commit to the process, and finally, your thoughts about the type of external consultancy support you would like to commission.

We expect applicants to make clear in the Expression of Interest both their commitment to the introduction of a new delivery model and the scope for innovation. Please provide the key information as clearly, concisely and honestly as you can. Applications must remain within the specified word limit.

APPLICANT DETAILS

Name of lead organisation	
Name of project lead	
Title	
Address	
Email	
Phone	

SENIOR SPONSOR DETAILS (LA CHIEF EXECUTIVE/EXECUTIVE DIRECTOR)

Name	
Title	
Email	
Phone	

ELECTED MEMBER SPONSOR

Name	
Portfolio/policy area	
Email	
Phone	

1. PLEASE DESCRIBE YOUR CURRENT MODEL OF YOUTH SERVICE DELIVERY (E.G. IN-HOUSE, COMMISSIONED ETC)

Word Limit: 350

A) Please describe your current youth service delivery model, the type of provision it encompasses and its target user groups.

B) Please state the 2015/16 budget allocated to youth services. What is the confirmed/indicative budget for youth services in the next two financial years and what are the implications of this for youth services in your area?

2. HOW HAVE YOU IDENTIFIED THE NEEDS OF YOUNG PEOPLE IN YOUR AREA AND WHAT CHALLENGES DO YOU FACE IN SECURING A SUFFICIENT LOCAL OFFER?

Word Limit: 400

A) What work has been taken to understand the needs of local young people, particularly the needs of the most disadvantaged and vulnerable, taking full account of equality and diversity issues?

B) What are the challenges you face in securing a sufficient local offer for young people in your area over the next three years?

3. WHAT BENEFITS DO YOU EXPECT TO ACHIEVE THROUGH SERVICE TRANSFORMATION?

Word Limit: 500

A) What are the benefits you are seeking to achieve through transformation? Who do you think will benefit, how and why?

B) Has any initial work been undertaken to look at alternative youth service delivery models? How far has this progressed?

4. PLEASE DESCRIBE WHICH GROUPS YOU HAVE ALREADY ENGAGED IN DISCUSSION AROUND YOUTH SERVICE TRANSFORMATION, AND DETAIL THE NATURE OF THIS ENGAGEMENT

Word Limit: 500

A) Which of the following groups have you already engaged in discussion around plans for youth service transformation, and what has been the nature of engagement?

- Young people
- Elected members
- VCSE organisations
- Private sector
- LA officers/departments
- Others

B) Are key partners/stakeholders supportive of participating in a service transformation process? Do you face any challenges in securing their engagement in the process and how will you overcome these?

5. WHAT DEDICATED RESOURCE WOULD YOU AND PARTNERS COMMIT TO PARTICIPATING IN THE DELIVERING DIFFERENTLY FOR YOUNG PEOPLE PROGRAMME?

Word Limit: 250

A) What internal resource (time and/or money) would you commit to exploring service transformation and over what time period? Have senior leaders and/or elected members committed to ring-fencing the necessary leadership resource for you to participate in the programme and to continue service transformation activity post-April 2016?

B) What resources (if any) have been committed by partners or stakeholders to support this work?

6. WHAT TYPE OF EXTERNAL SUPPORT WOULD YOU LIKE TO ACCESS THROUGH THE DELIVERING DIFFERENTLY FOR YOUNG PEOPLE PROGRAMME? HOW DO YOU THINK THIS WILL ASSIST YOU IN TRANSFORMING YOUTH SERVICES IN YOUR AREA?

Word Limit: 250

What types of external consultancy support would you like to access through the programme and how do you think this will assist you in transforming local youth services?

EXPRESSION OF INTEREST: SCORING CRITERIA

The exact threshold for applications progressing to the panel interview will depend on the standard of other applications.

Question	Score	Description
Question 1	Fail	Limited information provided on the existing model, provision and target user groups. Incomplete information on the current/future budget for the service.
	Pass	Clear description of the existing service. Information provided on current/future budget for youth services, including implications for future service delivery.
Question 2	Fail	Limited clarity on the challenges your services for young people have faced to transformation and how these barriers need to be addressed, or, limited clarity of rationale for why no barriers exist.
	Pass	Clear explanation of challenges your services for young people have faced to transformation and how these barriers need to be addressed, or, clear rationale for why no barriers exist.
Question 3	1	Limited clarity about what the expected benefits of service transformation
	2	Good clarity about the expected benefits of service transformation but limited or no exploration of alternative models to date.
	3	Good clarity about both the expected benefits of service transformation and evidence that work is already underway to explore alternative approaches.
Question 4	1	No evidence that other stakeholders have been involved in discussions around plans for youth service transformation.
	2	Some evidence of engagement with other organisations in discussions around plans for youth service transformation, but limited information on the nature of this engagement.
	3	Good evidence of engagement with other organisations in discussion around plans for youth service transformation, but limited reflection on the challenges that might be faced and how these would be overcome.
	4	Good evidence of engagement with other organisations in discussion around plans for youth service transformation, with clear explanation of the challenges that might be faced and how these would be overcome.
Question 5	1	Limited clarity on in-house resources available to support this work.
	2	Clarity on short term in-house resources to support this work, but no long term commitment beyond April 2016.
	3	Clarity on in-house resources to support this work both in the short term and beyond April 2016.
	4	Clarity on in-house resources to support this work both in the short term and beyond April 2016. Evidence that other partners/stakeholders are also committing resources to this process.
Question 6	Fail	Lack of clarity on the types of support the applicant would like to access.
	Pass	Clarity on the types of support the applicant would like to access and the reasons for this.

ANNEX A: DELIVERING DIFFERENTLY FOR YOUNG PEOPLE PROGRAMME TIMETABLE

Stage	Description	Indicative timing
1. Submit application	Interested applicants complete an application form and return it to Cabinet Office by email.	By 10am on 6 October 2015
2. Telephone interviews with shortlisted applicants	30-45 minute telephone interview with shortlisted applicants.	w/b 19 October 2015
3. Successful applicants announced	We will contact applicants to confirm whether their application for grant funding has been successful.	w/b 26 October 2015
4. Theory of Change Workshop	The Centre for Youth Impact will facilitate a workshop for key partners/stakeholders in each of the areas to be awarded grant funding. The workshop will be an opportunity to build consensus on the outcomes that partners want to achieve for young people in the local area. From this we anticipate the lead partner and stakeholders will agree the types of external support they want to procure through their grant agreement.	All workshops completed by 20 November 2015
5. Tender specifications developed and agreed	Local areas agree the tender specification for the services they wish to procure, and send to Cabinet Office for approval.	By 11 December 2015
6. Procurement and grant agreements.	Lead partner in each area procures the required services and seeks Cabinet Office approval for preferred supplier(s). Cabinet Office issues a grant agreement reflecting the services which have been agreed with the supplier.	Procurement exercise completed by 18 January 2016
7. Suppliers commence work in each local area	Local areas will commence work with their local suppliers.	w/b 25 January 2016
8. Draft reports	Lead partners submit final invoices for grant payments, alongside interim report outputs.	By 31 March 2016
9. Submit evidence of outcomes	Local areas will be required to produce evidence that they have achieved the outcomes set out in the grant agreement.	By early June 2016