

Appendix A



Proposed Work Plan
LGA top slice grant 2011- 2012

Support offer for local authorities

March 2011

NYA Support offer for local authorities

1. Introduction

These proposals set out how NYA will be support local authorities in the transformation of their local offer to young people. Working with and through the LG Group we can help to ensure councils are equipped to do this efficiently and effectively.

The main features of the proposal are:

- **a new sector-led improvement and development offer to councils that draws on a pilot with five authorities¹** which we ran between December 2010 and March 2011, and builds on our wider LGA work programme during 2010-11.
- **Significantly reduced costs** from the 2010-11 level. We provide an optional programme which increases the grant request to just over £1m, although we recognise this is higher than the 50% reduction in the grant.
- **Support for councils in their response to Government priorities**, including the wider commissioning of services, engagement of the private sector in supporting young people, and making the Big Society a reality.
- Shaping of national youth policy (including the **Youth Green Paper**) particularly through the policy strand of the proposal by building on NYA's relationship with the **DfE as its strategic youth partner** (with NCVYS).
- A communications programme that emphasises the partnership between LG Group and NYA so councils can see clearly relate the top-slice investment with benefits, including **free consultancy, resources and events**.

2. Programme background

Over the past year the NYA's own drive towards efficiency, coupled with a much more focused and strategic use of top-slice funding, has put the organisation in an excellent position to lead and shape sector-led improvement in partnership with the LG Group. We understand that the role of councils is changing and that they are facing significant challenges in shaping their local offer for young people. Radical budget reductions mean tough decisions about the services that can, and should be provided in the future. Councils need to know what works and what will lead to the best outcomes for young people, longer-term.

¹ Croydon, Sheffield, Gateshead, Leeds and Shropshire

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Young people themselves are facing huge challenges in many aspects of their lives from succeeding in school and securing a place in further or higher education or finding a job, to finding their place in society, building positive relationships and maintaining their own physical and emotional wellbeing. These challenges come at the same time as significant reductions in public expenditure. New policies are bringing about major revisions in the way councils and their partners deliver the vital youth services that support young people's well being, particularly with a focus on supporting early intervention with vulnerable young people. In some places services are simply being cut but in many more there is a strong ambition to find new ways of delivering the support and opportunities that young people need.

From our work with councils we know that to meet the challenges of delivering services to young people in the new environment they need expert and specialist support in a range of areas that include:

- rigorous approaches to local needs assessment and evidence-based targeted intervention;
- effective commissioning and the development of a more contestable market for publicly funded services;
- supply chain development and local capacity building, including within business communities;
- quality assurance/improvement driving cost effectiveness and value for money;
- effective contract management; measuring returns on investment; and,
- leveraging additional resources and securing new forms of social finance including payment by results.

We will deliver a tailored and flexible package of support working with and through the LG Group, using our own directly employed staff and associates, and drawing on the expertise that exists within the sector itself.

This programme builds on a pilot devised in partnership with the LG Group and five councils (Croydon, Sheffield, Gateshead, Leeds and Shropshire) under the 'Unified Offer'. It drew together a range of NYA products and services we have developed with the LG Group over a number of years. This offer now becomes the **Youth Service Transformation Programme** .

The principles that underpin the programme are:

- flexibility and responsiveness, adaptable to the needs of individual local authorities;
- sector-led, driven by the experiences of local authorities;

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- a supportive offer, that will build capacity in the sector through learning and on-line networks;
- an offer which is freely available and accessible to all local authorities;
- evolution and development over time, taking into account new learning from across the sector;
- helping councils and their partners, stakeholders and service users to work together more effectively and efficiently;
- promoting quality, building on the knowledge and expertise of the NYA, and driving real service improvement at local level;
- transferring the knowledge that exists within councils through to the shaping of policy.
- Maximising the connections NYA brings with other partnerships including through the DfE Strategic grant and the private sector.

3. The 2011-12 work programme

3.1 Key elements of the programme

The work programme we are proposing consists of four elements, which make up and inform the Programme for Transformation. The proposed elements are set out below.

A universal offer

This will be available to all local authorities in England, free of charge. It will include the development of a diagnostic tool to help services understand where support is needed most, leading to a 'menu' of improvement products and services; frameworks and toolkits to support quality, commissioning and participation; and, specialist guidance around workforce development. The universal offer will be accessible via a new *Community of Practice* – an online gateway hosted by the LG Group which houses up-to-date information on policy and practice, promoting sharing, and guiding access to the different strands of the universal offer.

A targeted offer

The targeted strand works with councils who are in need of additional or specialist support. This includes consultancy advice, training and peer support, all tailored to individual circumstances. NYA will work with a

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small number of councils each year, identified through the diagnostic tool as benefiting from this additional support, at no cost to them.

Emerging themes and development

This strand ensures that the NYA offer remains current and flexible. It develops new products and services and responds to the needs and issues identified by councils accessing the universal and targeted strands.

Where appropriate we will build on NYA's Youth Strategy role with DfE – for example by leveraging the learning and expertise on social finance into the LG Group work programme and vice versa. In 2011-12 we believe key themes will be:

- Effective commissioning of youth services through greater market contestability;
- Peer-to-peer assessment
- Engagement of private sector in resourcing of services for young people.

Policy support and advocacy

This element ensures there is a strategic interface between the work undertaken by the NYA in partnership with the LG Group and key influencers such as the DfE and local strategic leads. It ensures synergy between the work of the NYA and the LG Group policy teams and provides the LG Group with specialist knowledge to work on areas including the Youth Green Paper and other Government consultations.

3.2 Table of Activities and Costs

A table more fully exploring the main activities under each element of the work plan, including costs, will be available at the meeting.