

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 25<sup>th</sup> February 2019  
**Report for:** Decision  
**Report of:** Executive Member for Children's Services

### Report Title

**Trafford Integrated Youth Offer (TIYO) Proposal**

### Summary

The purpose of this report is to detail the final proposal for the Trafford Integrated Youth Offer (TIYO - working title until a name for the new service is agreed). On the 28<sup>th</sup> November Executive agreed we could consult with staff on the proposed model.

Staff consultation took place on the proposed Trafford Integrated Youth Offer (TIYO) for a 30 day period between 28<sup>th</sup> November 2018 and 17<sup>th</sup> January 2019. A range of channels were used to conduct the consultation. These ranged from staff briefings and one to one meetings to direct comments made via the official consultation response form. We also consulted with young people.

Following the consultation period a number of revisions have been made to the original proposal.

The operating model will be an integrated, single service for young people in Trafford. This will use the commissioning principles proposed to Executive in November. Final proposed staffing model will be:

- A single service manager for the integrated youth service,
- We will retain the five team leader posts.
- The YOS case worker post (0.6fte currently vacant) and the YOS Service Manager (fixed term contract) post will be deleted.

No redundancies and no budget implications are attached to the revised proposed model.

This report describes the detail of those revisions and the recommended final proposal to be approved by the Executive.

## Recommendation(s)

It is recommended that the Executive:

- Notes the outcome of the consultation as detailed in the report;
- Approves the Trafford Integrated Youth Offer proposal as detailed in the report; and.
- Approves the implementation proposals as detailed in the report to achieve the changes required to create the new staffing and delivery structure of the Integrated Youth Offer (working title TIYO) in Trafford for April 2019.

### Contact person for access to background papers and further information:

Name: Cathy Rooney

Extension: x5167

Background Papers: None

### *Implications:*

Relationship to Policy Framework/Corporate Priorities	This proposal relates to supporting our vulnerable young people and improving their life chances.
Relationship to GM Policy or Strategy Framework	No direct implications
Financial	The revised structure costs will remain within the existing funding envelope.
Legal Implications:	None arising from this report
Equality/Diversity Implications	The proposal creates opportunities for us to support more young people at an early stage to prevent issues or crises arising.
Sustainability Implications	No direct implications
Resource Implications e.g. Staffing / ICT / Assets	A staff consultation exercise has taken place. It is felt that any resultant impact on staff can be mitigated.
Risk Management Implications	No direct implications
Health & Wellbeing Implications	This proposal relates to improving our vulnerable young people's life chances.
Health and Safety Implications	No direct implications

## 1 Background

- 1.1 Trafford Council is currently involved in the delivery or support of three key youth services: Trafford Youth Offending Service (YOS), which is a statutory provision; the targeted youth offer (known as Talkshop and Connexions); and previously the Council has also financially supported Trafford Youth Trust (TYT) to commission universal youth provision.
- 1.2 It was proposed on November 28<sup>th</sup> 2018 to the Executive that a joined up delivery approach be created to cover all the functions currently delivered through YOS, Connexions, Talkshop and the Trafford Youth Trust. This will be known as the Trafford Integrated Youth Offer (TIYO) while the proposal is being developed but a new name for the service will be agreed with young people at a later date.
- 1.3 The Trafford Youth Trust is to be formally wound up and since November 2018 it was agreed that the monies which the Council would have transferred to Trafford Youth Trust (TYT) would instead be held by Trafford Council commissioning so that existing contracts would be honoured and managed until the new approach is embedded.
- 1.4 TIYO will deliver greater choice to our young people, in an integrated and accessible manner. This model combines the offers from the Talkshop, Connexions and the Youth Offending Service (YOS) and will utilise the resources formerly allocated to the Youth Trust to ensure our offer meets the needs of Trafford's Young People.
- 1.5 The new offer recognises that often the issues faced by young people are complex and each issue cannot be resolved in isolation. The offer includes
  - a universal offer: young people will be able to access support, advice and aspects of the offer without demonstrating an assessed need, this will be delivered by the new detached/outreach staff;
  - a targeted early help offer that works with young people with identified vulnerabilities and those at risk of specific disadvantages, including teenage parenthood, criminal activity, low educational attainment, poor emotional health, substance misuse and social exclusion;
  - a specialist offer which will ensure that Trafford Council meets its statutory requirements working with more complex adolescents such as those involved in crime and which will meet the statutory requirement of the Youth Offending Service.
- 1.6 Young people are at the heart of TIYO. We will take time to listen to young people and have conversations that are respectful of differences and celebrate diversity. TIYO will support young people to identify and work towards their aspirations, whilst actively seeking to identify and remove barriers. The offer will connect with existing youth participation such as the Children in Care Council, Youth Cabinet and Children's Rights Officers
- 1.7 TIYO will be accessible to all young people resident in Trafford or who are registered with a Trafford GP. Young people who attend Trafford schools but do not live in the borough will be supported to access support closer to home. The offer will be accessible in terms of when and where services are delivered. Young people will be consulted about access and opening hours, including evening and weekend access.

In addition to the centrally based building in Sale, TIYO will be delivered on an outreach basis, using community assets based in neighbourhood areas. To increase accessibility the service will also consider the use of digital solutions and social media platforms.

- 1.8 The new offer will recognise the value of voluntary and community services (VCS) working alongside Council services. The VCS can successfully engage young people, offer a different type of service and is responsive to emerging needs. Trafford Council will work with the VCS to deliver a successful TIYO offer.
- 1.9 The delivery of TIYO will reflect the evidence of need and inequalities across the borough and within localities. A place based approach to delivery is essential and will support improved access, early help and strengthened relationships with local assets and services, including schools and the VCS. A place based offer also supports improved working with Family Support Teams, Early Help, Placed Based Pilot and GMP.
- 1.10 TIYO will reflect the complexities and interdependencies which affect young people's lives. Key delivery partners are:
  - Education
  - School Nursing Service
  - Wider Early Help Services
  - Multi-agency and working in partnership with other providers
- 1.11 TIYO will provide an appropriate level of support depending on need. The offer will also ensure robust policy to support step up, (escalation of need) and step down (de-escalation of need) processes. The TIYO recognises that adolescence is a complex period and events and changes can impact considerably on a young person's resilience.
- 1.12 The TIYO workforce will be representative of Trafford's 11-19 years population as described by the needs assessment. This will include ensuring we reflect the cultural and other diversity features of Trafford. It will be a mix of permanent staff; fixed term posts; part-time posts; paid sessional workers; apprentices; student placements; volunteers and young leaders. The approach to workforce development will follow the commitment to restorative practice and embed the voice of the young person.
- 1.13 In order to successfully implement the new model, it was also proposed that a revised management structure be applied, which included the reduction of two service managers to one single post and five current team leaders down to four. A YOS Case Worker post was also proposed to be deleted. These posts were either fixed-term or vacant so there are no redundancies.
- 1.14 Further to this, the monies transferred over from the former Youth Trust will be used to fund the introduction of a 'Detached Youth Work Offer' which will be an 'in-house' universal outreach service. Work has already begun to recruit to a small number of detached youth worker posts.

## **2 Consultation**

- 2.1 The consultation period for staff formally began on the 28<sup>th</sup> November and ran through until the 17<sup>th</sup> Jan. This was a 30 day period excluding bank holidays.
- 2.2 All staff who were part of the teams affected by the proposed model were invited to one of three dedicated briefing sessions at the beginning of the consultation period to provide information on the proposed model and inform staff of their opportunities to respond on the model.
- 2.3 In addition to this, all seven members of staff who were to be directly affected by the proposed TIYO model, were invited to a dedicated meeting prior to the general announcement to inform them of the reasons for the change, the expected benefits and the probable impact on their current roles.
- 2.4 All seven staff members directly impacted by the proposal were then offered one to one meetings with their relevant Strategic Lead Managers. All staff members took advantage of this offer.
- 2.5 In total 17 responses were submitted by staff, 12 featuring individual comments and 5 covering service or team based comments
- 2.6 We consulted with the Youth Parliament about what services they wanted. There was helpful learning about accessible services and in particular about mental health support for young people. We need to ensure we consider this in the development of our new service.

## **3. Emerging themes**

- 3.1 Analysis of the feedback gathered during the consultation period, highlighted a number of common reoccurring themes, which were used to provide a set of generic responses to the main queries posed by staff
- 3.2 The main queries raised by staff were:
  - a) Clarity required regarding the team leader roles and a concern this wasn't balanced across the service in the proposed model.
  - b) Concerns TIYO is a large change programme that requiring support to transition to the new model.
  - c) Staff raised that the YOS caseloads are becoming more complex over time and require all posts in existing structure.
  - d) A reduction to a single service manager over the intergrated service would mean a loss in specialisms.
  - e) Finally it was raised that not enough focus was placed within the model on the Connexions function, this could be a risk if this area of business was overlooked.

## **4. Changes as a result of the consultation:**

- 4.1 As a result of the feedback gathered some changes to the original proposal have now been made. The changes will ensure:

a) That the implementation and delivery of the new model will provide an innovative, progressive and young person centric service which will meet the expectations of the young people who will use it.

b) That we will address the needs raised by staff members during the consultation and mitigate a large portion of the concerns raised by staff.

4.2 A Stronger and Separate Detached Youth Offer

The revised proposal includes a Detached Youth Offer (DYO). This investment provides a welcome additionality to early help for adolescents when needs start to emerge. It also means cases can be stepped down from statutory provision so young people can still access community based support. We will be employing new staff to deliver this in-house as well as maintaining some elements of the commissioned services for more specialist interventions.

4.3 The Strengthening of Capacity At Team Leader Level.

It was felt that further resources would be required to ensure an effective service delivery of the Detached Youth Offer. Therefore a fifth Team Leader role has now been included to lead in this area. We have decided to keep five Team Leader posts but they will be doing wider leadership roles intergrating across the management team to support a holistic approach to young people.

4.4 Governance arrangements to be strenghtened.

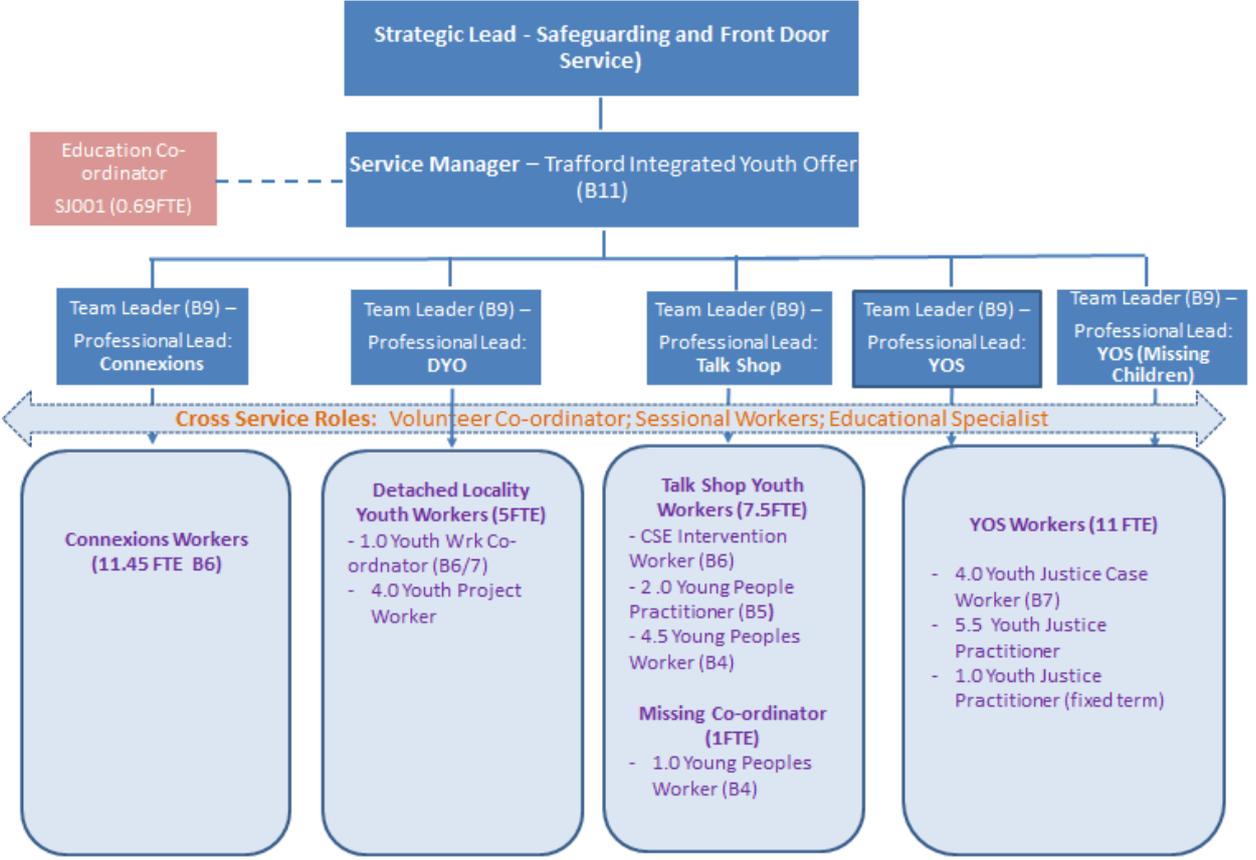
The Childrens Services Leadership Team will work with the new TIYO management team, once in place, to finalise the governance arrangements for the new delivery model including line management, co location and joined up service delivery. We will be creating additional capacity within the service by ensuring any bid writing and income generating activity is supported by our commissioning team.

We will ensure this new delivery model is a strong area of focus for the existing department and the partnership arrangements.

**5 Revised Service Structure**

5.1 We are proposing the following integrated management structure. This new structure will be in place for April 1<sup>st</sup> 2019.

**Diagram A: Revised Proposed TIYO Model**



5.2 If approved, there will now be five professional leadership roles plus an overall Service Manager across the four main areas of business:

- Connexions/careers/education support advice and guidance
- Talk Shop
- YOS
- Detached Youth Offer

5.3 The existing multi-agency posts health (mental health and SALT), education and police, will support the business in the new integrated service, complementing the current arrangements where many of the children are currently open to services across all four areas.

5.4 We will develop our model of a single trusted relationship with young people building on their strengths and setting goals with them. Restorative asset based approaches will be at the heart of any intervention. Research shows us this approach has a significant impact on improving outcomes for young people.

- 5.5 This new integrated service will improve young people's outcomes. They will now be able to access a spectrum of wider support across the Talk Shop and services including Sexual Health, Children's Sexual Exploitation, Missing from Home/Care, Connexions, and support for pregnant teenagers and young parents; with a number of externally funded services complementing these services.

## **6. Recommendation**

It is recommended that the Executive:

- Notes the outcome of the consultation as detailed in the report;
- Approves the Trafford Integrated Youth Offer proposal as detailed in the report; and.
- Approves the implementation proposals as detailed in the report to achieve the changes required to create the new staffing and delivery structure of the Integrated Youth Offer (working title TIYO) in Trafford for April 2019.

### **Other Options**

1. YOS and Talkshop could remain as separate entities (as current) and the money the Council previously gave to TYT could be utilised by the Joint Commissioning Unit to create a commissioned universal youth offer.
2. All or either part of the current offer could be delivered by an outside provider and not by Trafford Council.

We would not recommend either of these options as they do not allow the bringing together of the three strands of services for young people in the most effective way as described in detail in this paper.

### **Consultation**

See above

### **Reasons for Recommendation**

To note the necessary activities to be undertaken in order for the development and design of an integrated youth service in Trafford to provide more effective and efficient services for young people to improve outcomes.

**Key Decision** Yes

**If Key Decision, has 28-day notice been given?** Notice has been given.

Finance Officer Clearance *PD*  
Legal Officer Clearance *DS*

**[CORPORATE] DIRECTOR'S SIGNATURE**

A handwritten signature in black ink, consisting of a series of connected loops and a long horizontal stroke that ends in a small upward tick.

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.