

Delivering Differently for Young People

TRANSFORMING LOCAL AUTHORITY SERVICES FOR YOUNG PEOPLE
THROUGH NEW DELIVERY MODELS



Cabinet Office



Department for
Communities and
Local Government



Contents

SETTING THE SCENE	3
CAN I APPLY?.....	5
Clarity of in scope services.....	5
Senior support.....	5
Commitment to sharing knowledge across the local authority and with Cabinet Office.....	5
WHAT WILL MAKE A STRONG APPLICATION?.....	6
FREQUENTLY ASKED QUESTIONS.....	7
New and alternative delivery models.....	7
Application process.....	7
Support package	8
EXPRESSION OF INTEREST FORM AND GUIDANCE	9
EXPRESSION OF INTEREST: SCORING CRITERIA	13

SETTING THE SCENE

Cabinet Office is aware of the challenges facing many local authorities and their services for young people. Policy and funding changes mean that councils are rethinking how they can meet their statutory duty to secure, so far as is reasonably practicable, 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'. This shows that 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. We want to support this innovation.

Building on the Delivering Differently Challenge launched in January 2014 for all services across local authorities, *Delivering Differently for Young People* is a £500,000 fund designed to provide an opportunity to rethink the way services are delivered, and to support the achievement of positive outcomes for young people. The programme will support ten successful local authorities with up to £50,000 of bespoke technical, legal and consultancy support to look at the full range of alternative delivery models that lie between in-house delivery and traditional outsourcing to build long-term service sustainability, and to then develop an implementation plan. Cabinet Office will procure this expert support, but the details of each support package will be developed through collaboration with each successful local authority.

We anticipate the work for the options appraisal to take approximately 8 weeks followed by 12 weeks for the implementation plan. You will need adequate resource to operate within these timescales.

The programme is model agnostic, 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.
- VCSE sector delivery – commissioning out to local VCSE organisations.
- Community/civil society delivery model – working with local communities to empower them to deliver services.
- Public/Private Partnerships – a partnership with one or more organisations from the private sector.

This programme is not intended to support those local authorities who believe that outcomes can be delivered most effectively through a restructure of in-house provision alone.

Applications will open on Monday 14 July and will close no later Friday 28 November. Applications will be processed on a rolling and continuous basis. Once the fund has been allocated to support packages for successful applicants, the programme will close even if this is before Friday 28 November 2014. We therefore recommend that any local authority interested in bidding submits their Expressions of Interest as soon as is practicable. Throughout the application period we will endeavour to keep all local authorities updated on the number of successful applications and the remaining funding available.

The application process will consist of two stages:

1. An Expression of Interest; and,
2. A panel presentation and interview.

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

If are interested in applying and would like to discuss the *Programme* further or have any questions, please contact ddyp@cabinet-office.gsi.gov.uk

CAN I 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 who will support the exploration and implementation of the new delivery model (this senior sponsor should be an Executive Director or the Chief Executive). They must be able to demonstrate that there is broader commitment to transforming services within the authority.

If applicants can also demonstrate support amongst the political leadership for this work then this will strengthen an application, however this is not a mandatory requirement.

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

Applicants must demonstrate how they will learn from the process and apply this to other areas of the authority. Of equal importance, applicants must clearly show a commitment to capturing and sharing lessons learnt in the programme with Cabinet Office so these can be shared with other local authorities.

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.

When considering outcomes for young people, applicants should also consider how these will be enhanced through partnership working, giving young people a voice, the role of integration of these services and/or programmes and outcomes and impact measurement. These supplementary characteristics are explained below.

Characteristic	Explanation
Partnership working	<p>We will particularly welcome applications that show strategic leadership from the local authority and demonstrate how they recognise the value that different organisations bring to secure a sufficient local offer. We recognise that this collaboration will vary according to the chosen delivery model and local conditions, but the benefits of creating strong networks of local organisations should remain a key consideration. These local networks are likely to include young people; the voluntary, community and social enterprise sector, schools and colleges, Housing Associations, businesses and other agencies.</p> <p>As part of this, we would expect to see a consideration for how existing property assets and safe environments, including Myplace centres, within the area will be better used through a new delivery model.</p>
Giving young people a voice	<p>Local authorities provide many opportunities for young people to shape services, and we welcome applications that place young people at the heart of decisions about how to make services effective, including co-production and co-design where practicable.</p>
An integrated offer for young people	<p>We recognise that services and activities for young people can take many different forms and support a range of outcomes, including the improvement of wellbeing. We welcome applications that look at the totality of services across an area and how an integrated offer supports delivery of the statutory duty. We also encourage potential applicants to consider the merits of joint bids between 2 or more authorities or other public bodies, where there is a clear rationale for combining service provision. However, this is not a requirement.</p> <p>As part of any integrated offer, we would expect to see a consideration for how aspirational personal and social development programmes, including National Citizen Service, can contribute to meeting the needs of young people.</p>
Focus on Outcomes and impact measurement	<p>We will particularly welcome applications that have a clear approach to how they will identify and measure the outcomes from the services provided. We anticipate that this will consider both interim outcomes (e.g. resilience, self direction and communication) and long-term outcomes (e.g. transition to employment), and will make references to tools and products developed for the youth sector, such as the Framework of Outcomes for Young People, or Journey to Employment Framework.</p>

FREQUENTLY ASKED QUESTIONS

New and alternative delivery models

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

Yes you can apply. We are interested in any previous work you may have done on exploring alternative delivery models but you will not be penalised if you have not, so long as you can demonstrate an overarching commitment to their exploration.

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 the majority of applications will target a service review that would lead to a completed transformation by March 2016. Setting out a clear timetable to implementation will be one aspect covered by the support package.

What do you mean by a public service mutual?

The Cabinet Office definition of a public service mutual is as follows:

1. An organisation that has spun out (moved out from) the public sector;
2. But continues to deliver public services; and,
3. Where employees exercise a substantial degree of control over the running of the organisation.

The public service mutual model encompasses a broad range of employee-led structures, including (but not limited to) charities, social enterprises, community interest companies, partnerships, and joint ventures.

Application process

We applied for the first Delivering Differently Programme earlier this year. Can we still apply for this?

Delivering Differently for Young People is focussed solely on services for young people to improve their well-being. Whether you were successful or unsuccessful in applying for support earlier this year under the first Delivering Differently Programme, we would still welcome an application.

Can authorities team up and submit a joint Expression of Interest?

We would actively encourage potential applicants to consider the merits of joint bids between 2 or more authorities or other public bodies, where there is a clear rationale for combining service provision.

When is the application deadline?

Applications will open on Monday 14 July and will close no later Friday 28 November. Applications will be processed on a rolling and continuous basis. Once the fund has been allocated to support packages for successful applicants, the programme will close even if this is before Friday 28 November 2014. We therefore recommend that any local authority interested in bidding submits

their Expressions of Interest as soon as is practicable. Throughout the application period we will endeavour to keep all local authorities updated on the number of successful applications and the remaining funding available.

If I am unsuccessful, can I resubmit my application?

Yes, providing that there have been material changes to your application we would welcome you resubmitting. If you are unsure whether your proposal is ‘materially different’, get in touch with the team to discuss it in the first instance.

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. However, the guidance materials produced by the programme will be made available, and will be of use to all authorities.

Will we be given the £50,000 to buy consultancy support ourselves?

We will work proactively with you to shape bespoke technical, legal and consultancy support and buy it on your behalf. This process can take up to 4-6 weeks.

Will we be provided with support to implement the chosen model and implementation plan?

The support provided will cover an options appraisal of alternative delivery models and the building of an appropriate implementation plan. Should you wish to go ahead with your selected model, we will signpost you to the most appropriate avenue to receive additional support if required. One example is the Cabinet Office Mutuels Support Programme for those who wish to explore mutualisation further.

EXPRESSION OF INTEREST FORM AND GUIDANCE

The Expression of Interest form asks six core questions, covering the benefits you hope to see as a result of the transformation, the resource you would commit, and the stakeholders you would involve in the process.

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.

For ease of completion, a Microsoft Word copy of this form and guidance is available to [download](#).

APPLICANT DETAILS

Local Authority	
Name of project lead	
Title	
Address	
Email	
Phone	

SENIOR SPONSOR DETAILS

Name	
Title	
Email	
Phone	

1. WHAT IS YOUR UNDERSTANDING OF THE NEEDS OF LOCAL YOUNG PEOPLE AND THE SUPPORT THAT IS NEEDED TO IMPROVE THEIR WELL-BEING?

Word Limit: 500

A) Please describe 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) Please outline the main challenges facing young people in your area.

2. WHAT ARE THE MAIN BARRIERS TO SECURING A SUFFICIENT LOCAL OFFER FOR YOUNG PEOPLE, AND HOW WILL THESE BARRIERS BE ADDRESSED THROUGH THIS TRANSFORMATION?

Word Limit: 500

Please describe what (if any) challenges your services for young people face. This could be sustainability, ability to maximise reach of services, etc. Please also outline how this transformation will help to address these challenges.

3. WHAT SERVICES AND/OR ACTIVITIES FOR YOUNG PEOPLE TO IMPROVE THEIR WELL-BEING ARE YOU SEEKING TO TRANSFORM; AND WHAT BENEFITS THROUGH TRANSFORMATION DO YOU EXPECT TO ACHIEVE?

Word Limit: 500

A) Please describe the scope of the service areas you wish to transform. As well as your services for young people, this should include any integration with other service areas and/or authorities.

B) Please set out why the service is a good candidate for transformation e.g. sustainability, innovation, commercial potential, community involvement, staff engagement.

If you have given any initial consideration to alternative delivery models please include that initial thinking here.

4. WHAT IS YOUR EXISTING ENGAGEMENT WITH STAKEHOLDERS AND HOW WOULD YOU DEVELOP THIS FURTHER FOLLOWING SUCCESSFUL APPLICATION? (VCSE GROUPS, STAFF, PRIVATE SECTOR AND OTHER PUBLIC SECTOR ORGANISATIONS?)

Word Limit: 500

Please detail any existing partnerships, and list any organisations or groups you believe may be relevant to this project, including why and how you will engage them. This should include how you work to get a shared understand of the need of young people and shared values in how support is provided.

5. WHAT DEDICATED RESOURCE WOULD THE AUTHORITY COMMIT TO THIS PROJECT TO DRIVE THE TRANSFORMATION? AND WHAT ROLE WOULD LOCAL YOUNG PEOPLE HAVE IN THIS WORK?

Word Limit: 250

Please detail what internal resource you would commit to the project, as well as the role of young people within this project.

6. HOW WOULD YOUR PARTICIPATION IN THE PROGRAMME HELP WITH TRANSFORMATION IN OTHER AREAS OF THE AUTHORITY?

Word Limit: 250

Please describe how you would spread learning from the project through your authority and share with local partners.

EXPRESSION OF INTEREST: SCORING CRITERIA

The exact threshold for applications progressing to the panel interview will depend on the standard of other applications. However, at a minimum your application is unlikely to proceed if it scores below a 3 and so we strongly encourage you to aim for a 4 on all relevant sections.

Question	Score	Description
Question 1	1	Limited clarity on the needs of young people who use your services and the challenges they face.
	2	Good clarity in part on the needs of young people who use your services, but limited information on the main challenges they face
	3	Good clarity on the needs of young people who use your services and the challenges they face.
	4	Excellent clarity on the needs of young people who use your services and the challenges they face.
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 service does or why there is a need to consider an alternative model.
	2	Good clarity in part about what the service does and why there is a need to consider an alternative model, but limited information about what benefits could be achieved.
	3	Good clarity about both the service and the need for a new model, with a clear view to the benefits that could be achieved.
	4	Excellent clarity about both the service and the need for a new model, with a clear view to the benefits that could be achieved, and an understanding of what success looks like.
Question 4	1	Limited recognition of other local organisations or why there is a need to consider their role in delivering services.
	2	Good clarity in part about the role of other local organisations, but limited information about how they will be engaged.
	3	Good clarity about the role of other local organisations and the need for engagement, with a clear view to the benefits that could be achieved.
	4	Excellent clarity about the role of other local organisation and the opportunities for partnerships, with a clear view to how different stakeholders will be engaged in any new delivery model.
Question 5	Fail	Limited clarity about what skills and resource the applicant has in-house and what professional support they would need and/or limited political and officer support.
	Pass	Excellent clarity about both the service and the need for a new model, with a clear view to the benefits that could be achieved, and an understanding of what success looks like.
Question 6	Fail	No clear approach to knowledge capture or knowledge sharing.
	Pass	Sound approach to knowledge capture and knowledge sharing.