

**Manchester City Council
Report for Resolution**

Report to: Executive – 3 February 2016
Subject: Manchester Youth and Play Trust Proposal
Report of: Director of Education & Skills

Summary

This report outlines the detail with regards to future youth and play commissioning intentions, including a proposal to support the development of an independent, charitable Manchester Youth and Play Trust (to take the form of a Charitable Incorporated Organisation (**CIO**) with Manchester City Council as a Charitable Trustee and Voting Member of the CIO).

Recommendations

1. Agree to support the development of an independent, charitable Youth and Play Trust for Manchester, (to take the form of a Charitable Incorporated Organisation (**CIO**) with the City Council as Charitable Trustee and a Voting Member), through which the Local Authority would be able to commission neighbourhood based youth and play services.
 2. Negotiate terms and extend current funding arrangements with the Youth and Play Fund providers for up to 12 months where they have evidenced satisfactory performance against the agreed criteria.
 3. Negotiate and agree transitional Hub arrangements with the MMPH, WCHG and Factory Youth Zone until 31 March 2017 in relation to the three large centres, with the continuation of a rigorous performance management process which includes strategic leadership roles, universal and targeted service delivery.
 4. Negotiate and agree extensions to the Strategic Lead role with Voluntary Youth Manchester and Greater Manchester Youth Network in relation to the East and South area Youth Partnerships.
-

Wards Affected

The functions and services covered in the report are provided to all wards in the city.

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	The young and play trust will attract additional funding that will create jobs across the voluntary and public sector.

Reaching full potential in education and employment	Top priority for the trust will be developing employability skills of children and young people.
Individual and collective self esteem – mutual respect	The aim of the trust will be to develop economic and social independence in young people which includes ensuring they have resilience and well-being to enable them to make a successful transition to adulthood.
Neighbourhoods of Choice	The trust will be looking to develop youth and play provision across the City but particularly looking at those areas of greatest deprivation and need and contributing to the regeneration of those areas.

Environmental and Climate Change Impacts

Not applicable.

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

Current funding arrangements are in line with the proposals set out in the Children and Families Budget and Business Plan 2016/2017 scrutiny report which includes the extension of current VCS Youth and Play contracts to the value of £2.18m.

Further financial consequences are included in section 8 of the report.

Financial Consequences – Capital

None.

Contact Officers:

Name: John Edwards
Position: Head of Youth Strategy
Telephone: 0161 234 4314
E-mail: j.edwards@manchester.gov.uk

Name: Elaine Morrison
Position: Director of Education and Skills
Telephone: 0161 234 1078
E-mail: e.morrison@manchester.gov.uk

Name: Adam Farricker
Position: Youth Strategy Manager
Telephone: 0161 234 4615
E-mail: a.farricker@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

1. Introduction and Purpose

- 1.1 The purpose of this paper is set out a vision and strategic direction that aims to sustain and grow youth and play provision for children and young people, through new commissioning and delivery arrangements in Manchester, and seek approval for the proposal to support the development of an independent, charitable Manchester Youth and Play Trust (to take the form of a Charitable Incorporated Organisation (**CIO**) with Manchester City Council as a Charitable Trustee and a Voting Member).
- 1.2 Manchester's Valuing Young People Strategy, launched in 2012, set out the City's strategic priorities and commitment to providing and securing sufficient services and activities to improve the wellbeing of young people through:
- Developing an offer for young people coordinated at a neighbourhood level;
 - Improving the standard and quality of direct work with young people
 - Increasing young people's employability through engagement and participation in activities that develop skills for economic independence; and
 - Promoting cross-sector collaboration at a neighbourhood and citywide level to sustain and improve the level of investment and expertise in activities that value young people.

2. Strategic Development of Youth and Play Provision

The strategic development of youth and play provision in Manchester since 2011 to the present day can be summarised as follows:

2.1 Move from provider to commissioner (2011)

- Local Authority ceased to be a direct provider of youth services from 30 June 2011.
- The Local Authority developed a strategic commissioning function for Youth and Play services
- Establishment of a small Youth Strategy Team to ensure in-house and third party commissioning and delivery of universal services for young people to continue to improve outcomes for young people, provide good value for money and address MCC strategic priorities.

2.3 The Youth Review (2013)

The Youth Review, conducted in 2013 to assess the impact and outcomes of the new approach in operation since 2011, identified a number of areas for development to strengthen and expand the youth offer. Specific areas for development identified included the need to:

- work more effectively with partners to strengthen the coordination and marketing of relevant services to young people;
- further develop commissioning intentions to reflect both city wide and locality need;

- develop a distributive leadership approach, encouraging partnership and supporting the development of provision which reflects the need in local neighbourhoods;
- work with partners to identify other funding sources to increase levels of investment;
- use strategic influence to work with partners not receiving funding from MCC to align and coordinate resources more effectively; and
- stimulate the market through the identification of new partners and providers to deliver in areas where there are gaps in provision or unmet needs.

2.4 Hub Model (2014)

- Development of a 'Hub' model whereby three large youth/community facilities (Moss Side Millennium Powerhouse, the Factory Youth Zone and Woodhouse Park Lifestyle Centre) were identified as Hubs for Central, North and Wythenshawe and from which a 'Strategic Partner' function would operate.
- 'Strategic Partner' functions for East and South are not premises based but are provided by two infrastructure organisations (Voluntary Youth Manchester and Greater Manchester Youth Network)

3. Current Position

3.1 The Youth and Play Offer

The current Youth Offer today comprises a programme of universal and targeted activities and services tailored to the needs of young people aged 13 – 19 (and up to 25 for those who are care leavers or who have a learning disability). Each area of the city has a Local Youth Offer commissioned and delivered across neighbourhoods by a wide range of voluntary and community sector (VCS) providers. The MCC Youth Fund provides funding for 86 projects delivered by 44 providers.

3.2 Similarly, the current Play Offer is a programme of both year round and holiday play scheme provision available for 5 – 14 year olds, also delivered in neighbourhoods across areas of the city by a wide range of VCS providers. The MCC Play Fund provides funding for 12 providers delivering 25 year round projects and 20 providers delivering 36 holiday (i.e. Easter/summer) play schemes.

3.3 Current Youth and Play funding arrangements are due to end before or on 31 March 2016

3.4 Targeted Youth Support Service (TYSS)

The City Council is also committed to delivering effective early help to its citizens as articulated through its Early Help Strategy. As part of a specific commitment to the most vulnerable young people, the City Council has commissioned a new service which is targeted at those young people most at risk of failing to comply with legislation as it relates to 'Raising of the Participation Age.

- 3.5 The commissioned service will also adopt an integrated approach in working with other services aimed at young people of this age – these will include Troubled Families, Complex Dependency, Early Help Hubs, schools, colleges, the National Careers Service, ESF programmes, Talent Match, health services etc.

4. Opportunities for change

- 4.1 The experience gained from the commissioning approach to youth and play services and more recently to the provision of local strategic leadership from hubs, has evidenced strong innovation, co-operation and capability within the sector when there is a shared responsibility.
- 4.2 The strategic partner role (see 2.4 above – Hubs) has contributed greatly to bringing an area focus to provision through the continued development of Youth Partnerships i.e. South Youth Focus, Wythenshawe Youth Alliance and the Central, East and North Youth Partnerships. The Youth and Play Offer can continue to be strengthened and expanded and the expertise and capacity of the local VCS sector in delivering youth and play provision can be supported in new ways.
- 4.3 However, a more sustainable approach to funding and securing positive outcomes for young people needs to be explored. Consideration given to the potential of attracting new funding into the City to support the Youth and Play offer is an important component of this. Not all funding streams are currently available to Local Authorities i.e. from the private sector, local businesses, philanthropy, sponsorship etc. and such funding could provide sustainable support to deliver innovation and capacity.
- 4.4 Manchester City Council, its partners, providers, commissioners and young people working together can make the best use of each other's assets and resources and achieve the most important outcomes that help young people achieve their goals in life and work.
- 4.5 Stakeholder engagement identified some of the following opportunities where resources and assets could be maximised:
- create a more cohesive and aligned commissioning model for youth and play with key partners, local providers and wider stakeholder organisations (e.g health, youth offending, schools and registered providers) so that there is a more integrated approach to the delivery of targeted interventions;
 - increase engagement with the voluntary sector;
 - Increase local delegation through a potential new commissioning and/or delivery model for local decision making and involvement by young people;
 - Contribute to the early help offer and the developing area based early help hubs by providing targeted interventions through youth and play services to reduce demand on statutory services;

- Identify alternative sources of soft and hard revenue – soft revenue being grants and hard revenue being commercial revenue opportunities – in a new commissioning or delivery model;
- Drive forward the focus on quality, co-production and focus outcomes;
- Encourage Voluntary and Community Sector (VCS) bodies to drive innovation and transformation through greater collaboration and joint working in service delivery, sharing of assets, resources, knowledge and expertise to improve outcomes and achieve efficiencies that can be reinvested;
- Increase value for money and evidence of impact achieved to ensure that investment decisions are informed by evidence of impact;

5. Options Appraisal – Delivering Differently for Young People

5.1 Delivering Differently for Young People (DDYP)

In 2014, Manchester was selected as one of ten local authorities to receive time limited support from the Delivering Differently for Young People (DDYP) initiative, led by the Cabinet Office. DDYP provided one-off professional support to help LAs explore options, rethink the way they provide services for young people and help them consider and review models of commissioning to support positive outcomes.

5.2 *Geldards LLP* (a legal firm with consultancy arm) were appointed and funded directly by the Cabinet Office in December 2014 to carry out a review of existing models, an options appraisal regarding potential future models and a proposed transition and implementation plan by April 2015.

6. Manchester Youth and Play Trust

6.1 The support and options analysis obtained through the DDYP programme and the principles and aspirations agreed by the Youth Strategy Team resulted in the following recommendation:

An independent, charitable City Wide Youth and Play Trust represents the best option for the future as it would:

- (i) help to protect and increase levels of investment in children and young people's services through better access to additional funding opportunities, not available to the Council;
- (ii) further develop and pursue cohesive vision for the City's aspirations for its young people, by establishing the most appropriate and effective governance and partnership arrangements to allow this to happen working closely with all sectors;
- (iii) provide a clearly articulated and needs led, outcomes focused approach to providing youth and play provision across a system which young people themselves have involvement in developing; and

- (iv) provide increased opportunities for young people to develop the skills that will allow them to access employment and lead them towards economic independence.

6.2 The Manchester Youth and Play Trust, (MYPT) – as it will be referred to for the purposes of this paper - would have the following key roles in relation to the commissioning and delivery of youth and play services:

- **Funding** – to maximise access to corporate and other sponsorship of youth and play services through collaborative bids, fund-raising and sponsorship, and to consider the trading of services and skills ‘owned’ by the Trust;
- **Capacity building** – to build the capacity and capability of Manchester’s VCS youth and play providers through networks, training and other support,
- **Championing** – to promote the importance of young people to the city’s current and future wellbeing and celebrate the success and contribution they bring; and
- **Commissioning** – to actively commission new youth and play provision to meet identified and emerging priorities in line with a needs assessment and a strategic commissioning strategy, including strengthening the coordination of a locality focus provided by strategic partners.

7 Public Consultation

7.1 Public consultation on these proposals was facilitated by Manchester City Council from; 30 September 2015 to 13 November 2015. It focussed on the following key themes:

1. Key Functions
2. Aims, Values & Principles
3. Funding arrangements
4. Legal Structure

7.2 A detailed plan was prepared which set out the consultation and engagement methodology to encourage service users, stakeholders and residents to participate.

This included:

1. Using the Council’s website
2. Individual questionnaires
3. Targeted Events

7.3 The Consultation had the following aims and objectives:

- Meet with providers, users of services and carers to listen to their views on the Youth and Play Trust Proposal

- Engage the public in understanding and discussing the challenges facing the City Council in continuing to meet its duties with regards to youth and play services and to hear their views on what they think about the options set out
- Inform staff and a range of other stakeholders of the proposed options
- Seek feedback from all parties in their preferred format
- Identify any equalities issues that were previously not considered
- Allow a reasonable and sufficient period for those being consulted to put their views forward
- Ensure that the consultation approach was as accessible as possible to ensure that hard to reach groups could fully participate in the process
- Encourage participation in the consultation process

Targeted Events

- 7.4 A targeted event is an event with a defined service user groups or providers/stakeholders who have an active interest in the particular consultation theme e.g. Youth Council, Young Services Users, Youth and Play providers, Infrastructure groups. In total, 5 meetings and events have been held across the Youth and Play consultation inclusive of sessions with current contracted providers, Hubs and infrastructure leads and Manchester Youth Council

Analysis from the online consultation are presented in *appendix 1*.

Results – themes arising from the targeted events

- 7.5 The majority of stakeholders at the targeted events were supportive of the overall proposal to support the creation of a Youth and Play Trust that would be supported by, but not controlled by the Local Authority. However, there were concerns regarding the governance and core cost arrangements relating to staffing, initial trustees and setup and running costs in the first year. Stakeholders felt that the Youth and Play Fund budget should not be used to fund set up or overhead costs as this would reduce the funds used for front line youth and play services.
- 7.6 The majority of stakeholders understood and agreed with the proposal that a charity would be the best legal structure for the new organisation. As a result of feedback from various stakeholders, more analysis has been conducted by the Local Authority's Education and Legal departments to explore the benefits of a Charitable Incorporated Organisation being the preferred legal structure.
- 7.7 It was suggested that many Voluntary and Community Sector partners can better access restricted funding for targeted services, however, accessing this funding can be very competitive. There is a view that the Council's potential funding arrangements with the Trust, should focus on universal core Youth and Play provision which could then be used as leverage to attract new and additional funds into the City for more targeted initiatives.
- 7.8 Many stakeholders agreed that we need to look at different ways of delivering services to young people with increasingly reduced capacity and resources.

Services need to be more integrated and working to a sustainable model which is not solely dependant on council funding.

7.9 Although existing Play providers are generally in support of the proposals there was also concern that if the new Trust did not have values, principles and priorities related to the importance of Play and Play Work, then there is a risk that funding for play services could be over shadowed by or seen as having a lesser importance than youth services.

7.10 There were still some questions with regards to how the Trust would be structured and governed and what impact this would have on existing area based youth partnerships, local organisations and services whom already have strong relations with national and regional funders other than the Local Authority. Where there is support for the Trust, partners made it clear that they want to continue to be consulted throughout its development.

7.11 Young people including Members from Manchester Youth Council were supportive of the proposals regarding the Trust and advise that young people should have an opportunity to influence any future funding arrangements. Manchester Youth Council also proposed some suggested goals and values that a new Trust should consider, with a focus on equality, inclusion and accessibility.

8. Initial Business Planning

8.1 Further work is now being undertaken by the Council and key stakeholders to develop more detailed business and transition plans which take into account the feedback from the consultation and options outputs of the Delivering Differently for Young People Programme. These developments will be underpinned by the following key principles and aspirations:

- **Young people's needs and preferences** will be at the heart of any new service model, be part of the leadership of any new organisation and be able to influence the way it works;
- The new model will inspire a renewed focus on outcomes including the promotion of physical, social and emotional well-being of young people whilst encouraging the development of **more innovative approaches**;
- It should help to position the Council and its partners as **champions of young people's interests**, working closely with Manchester Youth Council and Members of Youth Parliament;
- The new model will seek to strengthen working relationships with the community and voluntary sector and help **to build the capacity and capability of local youth and play service providers**. It should work closely with infrastructure and other commissioning organisations to prevent duplication and promote joined up approaches

- It will offer capacity to **draw in additional funding** via grants and sponsorship, helping to fill gaps in local youth service provision and meet the needs of both Manchester's growing population of young people and the significant minority of the city's young people who need extra support to transition successfully to adulthood;

8.2 Support from Stakeholders

There has been a considerable amount of interest in the idea of establishing a Youth and Play Trust from a number of key stakeholders. The Wythenshawe Community Housing Group and One Manchester have jointly funded a one-year strategic post to support the potential development of a Trust model for Manchester, with a specific brief to identify potential funding partners who might wish to invest. The registered providers are keen to work with the City Council on the overall development of a sustainable model and a Project Board, chaired by the Executive Member for Youth, has been set up to ensure that resources bring additional support to achieve a shared vision for the new approach.

8.3 The Factory Youth Zone Board and OnSide Youth Zones have also been supportive of Manchester developing a citywide approach to attracting additional funding to improve the extent, sustainability and quality of Youth Provision. The expertise and track record that OnSide has in engaging the business sector in building and maintaining youth centres will bring an important dimension to the Trust model.

8.4 The 5 Youth partnerships and the developing play network across the City have also supported, challenged and help shaped the proposals to date and are committed to being involved in the develop of the proposed MYPT over the coming months. Continuing to engage the partnerships and the children and young people they work and have strong relationship with, is an integral part of the business and transition planning process

8.5 The DDYP initiative also engaged a wide range of stakeholders across all sectors including Health, Crime and Disorder, Schools and Colleges, the business community, Arts and Cultural organisations and the VCS in developing the options outlined in the report. Young People through the Manchester Youth Council also made an important contribution to this piece of work. Overall partners recognised the need for the Local Authority to explore and adopt a new approach to improving outcomes for young people.

8.6 Legal Structure

There are different models within which MYPT could operate. As part of the Geldards LLP options appraisal, the consultants also provided a breakdown of potential legal structures and governance options. Initial advice was then also sought from the Local Authority's legal department, to consider the options and make further recommendations.

8.7 Recommended structure

As a result of the options appraisal and further consideration by the Local Authority, it is recommended that if this proposal is endorsed, MYPT should

register with the Charity Commission as a Charitable Incorporated Organisation (CIO). As a charitable entity, the Trust would be able to attract greater levels of income generation from funding streams not available to non-charities and enjoy more favourable tax benefits. This option would also allow for the direct involvement of key local individuals and organisations in a shared governance model with the Council, which could be a Charitable Trustee and Voting Member of the new trust but would not have a controlling interest.

Commissioning Arrangements

- 8.8 The fundamental basis of the commissioning relationship that would exist between the Council, MYPT and providers, is that MCC may support MYPT through a level of funding to be determined, to coordinate youth and play provision and aspects of local strategic leadership across the city. MYPT would need to satisfy that it meets the Local Authority's Commissioning and procurement criteria and minimum requirements. MYPT would then – with the Youth and Play Fund investment and with further external investment that it secures – commission providers from the VCS to deliver the youth and play provision.
- 8.9 The Council would be able to support MYPT's charitable objectives through a mix of grant funding and contract(s) that will stipulate the services required to be delivered to young people in Manchester on behalf of or back to the Local Authority which would be outcomes led and performance managed. It is also proposed that a grant, of size to be determined, would be made by Manchester City Council to MYPT to enable it to operate in pursuit of its charitable aims. The Council's grant funding will support MYPT to identify and draw down additional investment and funding from the public and private sectors to be used for the benefit of Manchester's young people.
- 8.10 Any funding arrangements would also need to consider adaptability in terms of the changing landscape of the City's demographics and how this will impact on the needs of children and young people in the City. The Council and its partners will need to continue to analysis these needs on a local and city wide basis so that this can inform future commissioning intentions and priorities.
- 8.11 Robust performance management and Quality Assurance processes will also be built into any funding agreements with MYPT and third party providers. Systems will be put in place to ensure Youth and Play services support by MYPT are continuously evaluated and supported to maintain and drive up standards to achieve the best outcomes for children and young people across the City
- 8.12 In addition to the above proposed funding arrangements, it is also envisaged that the independent charity would require additional seed funding and continued in kind support in 2016/17 in relation to set up costs and infrastructure development. This would in turn, allow the organisation the leverage needed to ensure it is 'contract ready' and can start to identify and attract additional funds in the year leading up to the Council's funding arrangements going live from April 2017. With this in mind, the evolving

business plan may include the potential of additional funding. This option will be explored further in the coming months and be subject to a further report to the Executive.

9. Large Youth and Community Centres

- 9.1 The Factory Youth Zone in Harpurhey, Moss Side Millennium Powerhouse and Woodhouse Park Lifestyle Centre in Wythenshawe all have current funding and lease agreements in place with the Local Authority. The future funding for services delivered from these facilities will need to be considered in line with the future commissioning arrangements proposed in this report and transitions arrangements will be negotiated and agreed with these providers for 2016/17.
- 9.2 The establishment of an independent, charitable Youth Trust could also provide opportunities to develop and grow the current level of provision through investment in new youth facilities in areas of greatest need and/or where there are gaps in provision. This could possibly be explored in partnership with OnSide, building on the existing relationship developed with the Local Authority through the Factory Youth Zone arrangements.

10. Youth and Play Fund Interim Commissioning Arrangements

- 10.1 In terms of interim commissioning arrangements; it is proposed that effective performance management of current Youth and Play Fund providers continues, along with identification of any gaps that may emerge in provision. Contract extensions would be offered to those providers that are performing in line with the targets set out in their funding agreements for up to 12 months. Any under spend relating to the Youth and Play Funds which is realised through the performance management process or by projects naturally coming to an end will be used to support provision that fills any gaps identified through an ongoing needs analysis.

11 Transition Planning

- 11.1 Another output from the DDYP programme was a proposed transition plan for implementation, provided by Geldards LLP to Manchester City Council in April 2015. Some of the timelines were amended by Manchester City Council to reflect the recent developments of the proposal, this was extracted presented as an appendix to the Young People and Children Scrutiny Committee – Youth and Play Task and Finish Group on 8 December 2015.

12. Other risks and considerations

- 12.1 The development and effectiveness of a new, high profile Trust will depend heavily on the commitment and involvement of external partners, including a

wider range of VCS partners and the lack of additional capacity and funding should be considered. While initial soundings have identified support from some key stakeholders, a great deal of time and effort (from both officers and Members) will be needed to build wider understanding of the approach, secure financial commitments and create enthusiasm for a new way of working.

13. Equality Impact

- 13.1 Full due regard will be given by the Council to its duties under the Equality Act 2010. Equality analysis will be conducted throughout to identify any potential disproportionate impact on service users that are protected under this legislation

14. Next steps

- (i) Manchester Youth and Play Trust will be established as an independent Charitable Incorporated Organisation (CIO).
- (ii) The business plan for the independent trust will be developed considering the Council's options for contracting with Manchester Youth and Play Trust from April 2017.
- (iii) The proposed timeline for the establishment of the new Trust would see a Shadow Board established in early 2016 and registered with the Charity Commission by April 2016.
- vi) MCC explore alliance contracting as a possible mechanism for commissioning the strategic partnership role in each area of the City linked to the large centres

16. Recommendations

- Agree to support the development of an independent, charitable Youth and Play Trust for Manchester (to take the form of a Charitable Incorporated Organisation (CIO), with the City Council as a Charitable Trustee and Voting Member), through which the Local Authority would be able to commission neighbourhood based youth and play services.
- Negotiate terms and extend current funding arrangements with the Youth and Play Fund providers for up to 12 months where they have evidenced satisfactory performance against the agreed criteria.
- Negotiate and agree transitional Hub arrangements with the MMPH, WCHG and Factory Youth Zone until 31 March 2017 in relation to the three large centres, with the continuation of a rigorous performance management process which includes strategic leadership roles, universal and targeted service delivery.
- Negotiate and agree extensions to the Strategic Lead role with Voluntary Youth Manchester and Greater Manchester Youth Network in relation to the East and South area.

Appendix 1

Responses to the public consultation on the proposed development of a Manchester Youth & Play Trust

PROPOSAL

Manchester Youth and Play Trust

We think an independent, city wide youth and play ‘trust’ that supports organisations to provide youth and play services is the best option for the future as it would:

- help protect and increase the money spent on young people’s services, by accessing new funds that we can’t apply for;
- help to make sure everyone has a joint plan and shared hopes for our young people and make sure all the organisations involved are working together in the best way possible;
- have a clear approach to providing services that young people need and will provide them with great outcomes; and
- give young people the chance to be involved in developing and reviewing those services.

The key roles

When delivering services we think the trust should have the following key roles:

- **Funding** – to make sure Manchester gets the most it can to spend on young people’s services, by attracting new money. This will not be funding already being brought by existing youth and play providers.

Q1. Do you think attracting additional funding should be a key role of the ‘trust’?

Yes [] No [] Don’t know []

Comments

- **Capacity building** – to help local organisations provide high quality services through helping them to work together to share knowledge, information and resources and by offering training, advice and other tailored support.

Q2. Do you think capacity building should be a key role of the ‘trust’?

Yes [] No [] Don’t know []

Comments

- **Championing** – to support us to develop an overall plan for youth and play services while promoting equality of opportunity for young people, ensuring their views are key to Manchester’s current and future success and to celebrate the positive contribution they make to the City.

Q3. Do you think the 'trust' should have a key role as a champion for young people?

Yes No Don't know

Comments

- **Commissioning** – to fund, support and manage the performance of youth and play services on behalf of potential funders like the Council.

Q4. Do you think commissioning should be a key role of the 'trust'?

Yes No Don't know

Comments

Q5. Are there any other key roles you think the 'trust' should have?

Yes No Don't know

Comments

Principles and Goals

We think these are the principles and goals that a new 'trust' should have:

- it should aim to support young people to improve their life chances as they move into adulthood.
- Young people's needs and preferences should be at the heart of the trust, they should be part of its leadership and be able to influence what it does;
- it should focus on services and support that promote the physical, social and emotional well-being of young people and help develop new ways to help them;
- it should ensure young people have a variety of safe places to go and positive things to do
- it should help make us and the organisations we work with champions of young people's interests;
- it should help bring in additional funding that groups are not already receiving, to fill gaps in local youth and play services and meet the needs of our growing population of young people;
- it should aim to represent the views of young people at key partnerships,
- it should support early help services that aim to tackle the problems that can be a risk to a minority of young people,

Q6. Do you agree with the principles and goals listed above?

Yes No Don't know

Comments:

Legal structure

We will not make the final decision on what legal structure the 'trust' should have, but we think it should be set up as a charity with a board of Trustees. That way it can get more funding, including funding councils can't apply for. It will get better tax benefits too. It also means local people and organisations can be involved and have a say on the decisions it makes, especially young people themselves.

We would fund the 'trust' and we would influence how it operates but we would not control it.

Q7. Do you think that this would be the best legal structure for the trust?

Yes No Don't know

Comments:

Commissioning arrangements

We propose to fund the trust through a mix of grants and contracts. This will give the money it needs to meet its charitable aims and pay for core services, but also describe the kind of services young people need and make sure the trust provides them. It would use this money to 'commission' services by funding other local voluntary and community organisations to provide them.

It will also still be able to apply for other funding

Overall financial implications and considerations

A new 'trust' will have set up costs, such as the legal fees to establish it as a separate legal entity. There will also be running costs such as the cost of completing the annual accounts, and office space.

If agreed we will need to do more detailed work involving our staff from Legal, Finance, Personnel, Procurement and Property to develop a full plan

Q8. Do you agree with how we propose to fund services through the 'trust'?

Yes No Don't know

Comments:

Q9. Do you agree that the 'trust' should use our money to continue funding services through local voluntary and community organisations in your neighbourhood?

Yes [] No [] Don't know []

Comments:

Q10. After reading all of this information and considering the questions, do you think supporting a city-wide youth and play trust that will be supported and funded by, but independent from us would be the best option for the future?

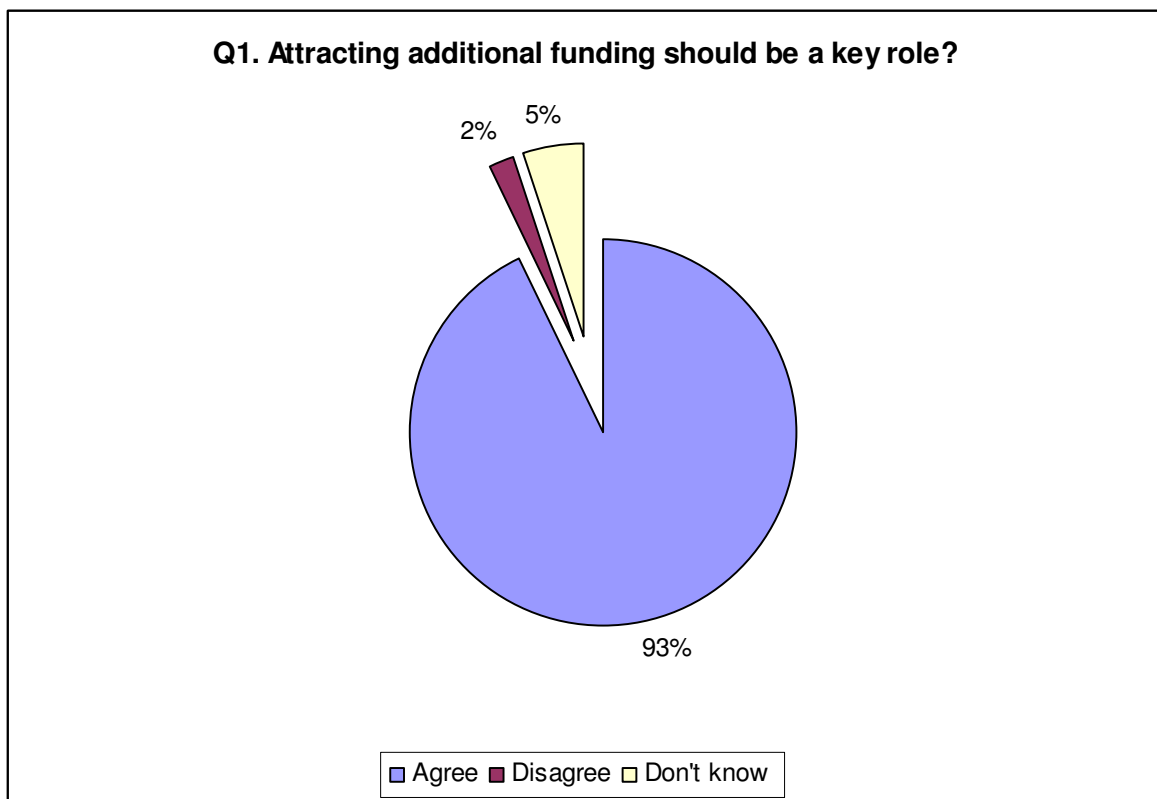
Yes [] No [] Don't know []

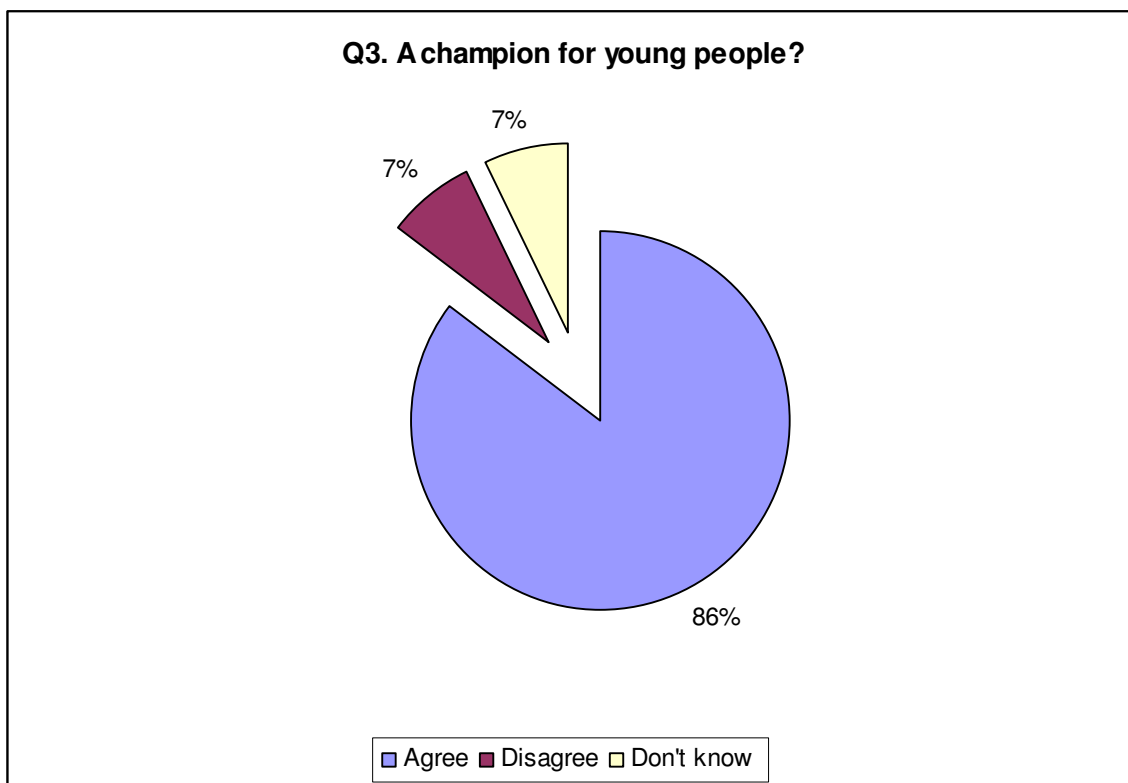
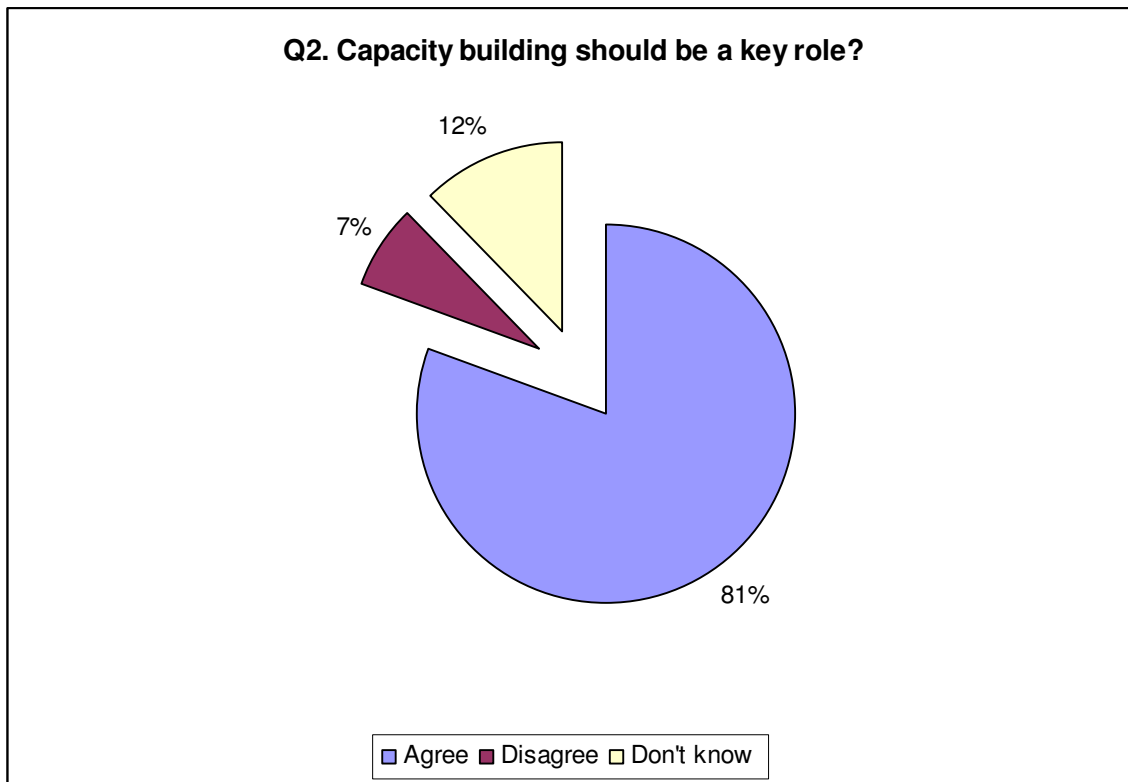
Comments:

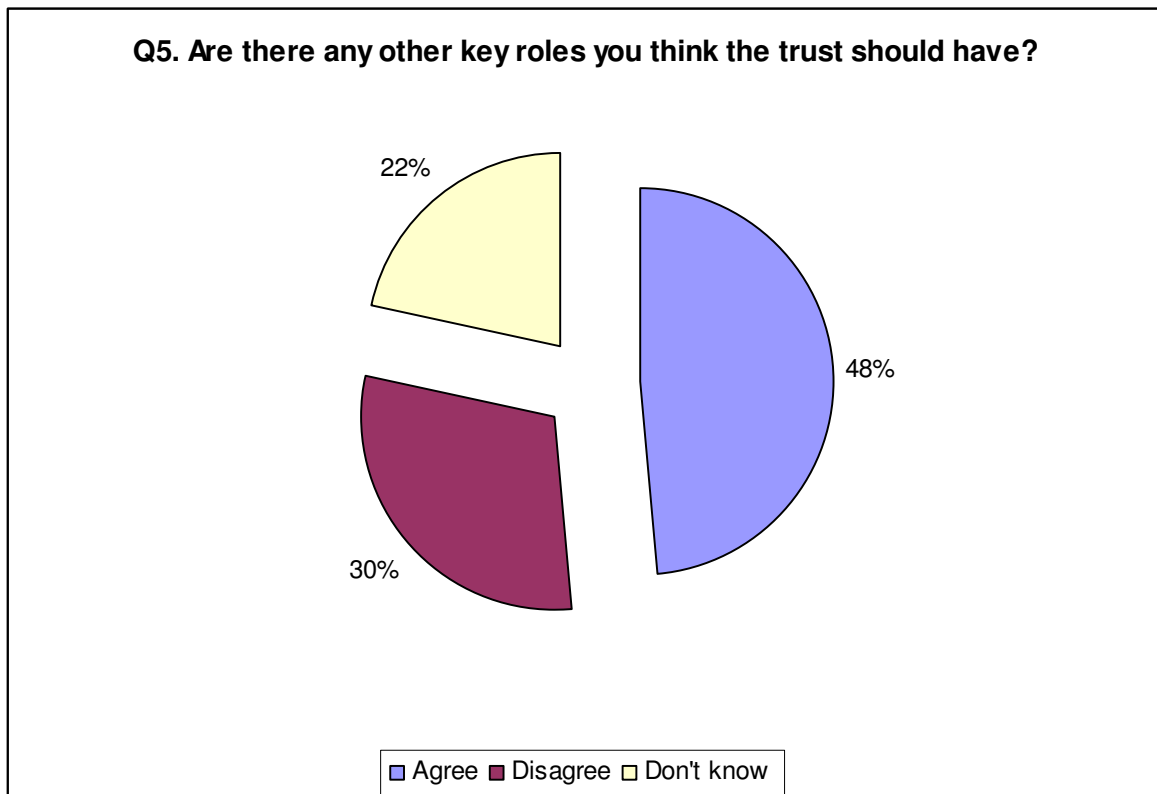
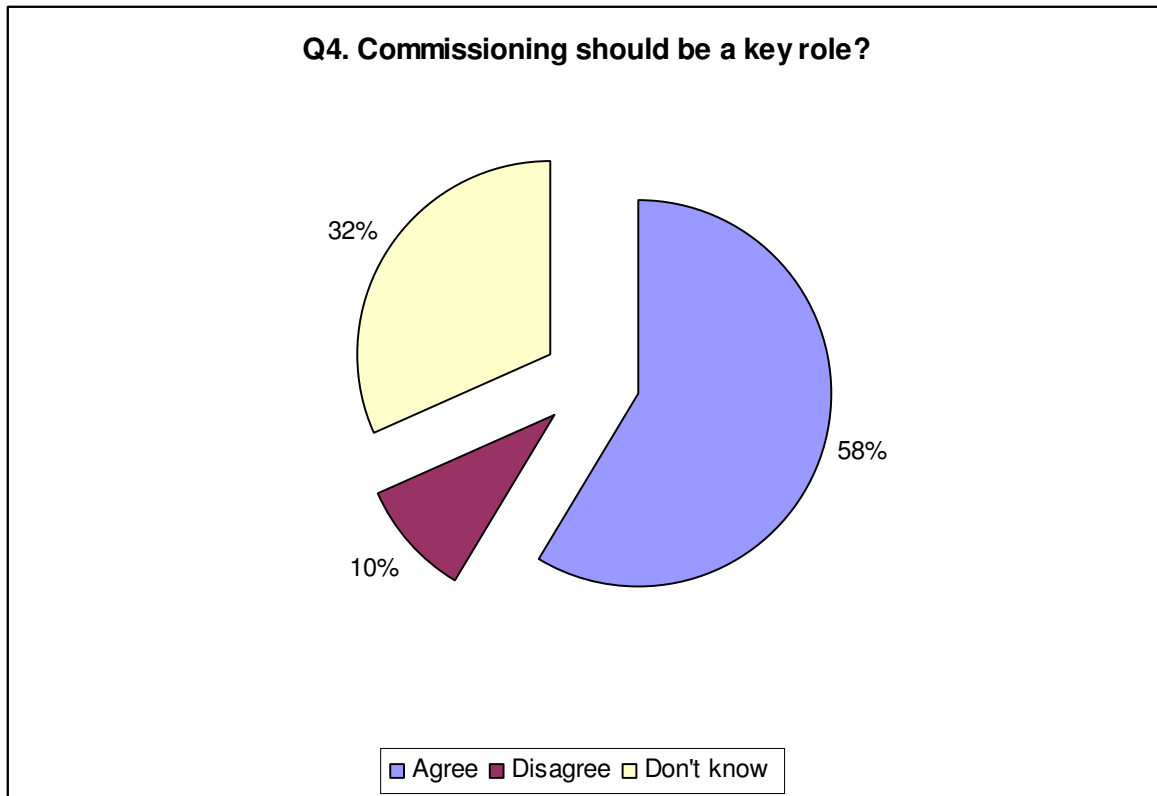
Q11. Do you have any other comments that might support the consultation process?

Please use this space for any general comments that you may have, comments on the layout of this consultation would also be welcomed.

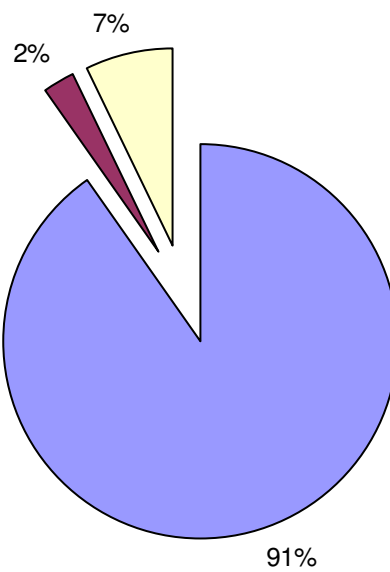
Comments:





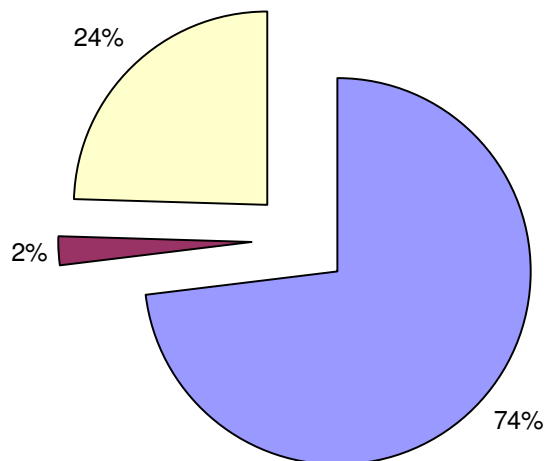


Q6. Do you agree with these principles and goals?



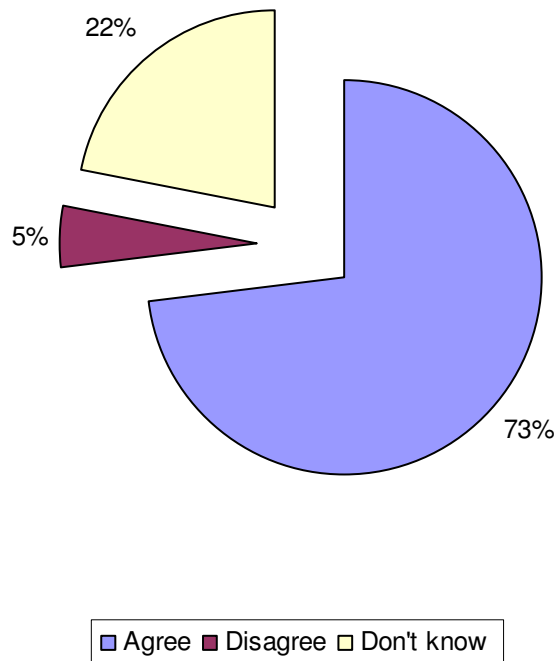
■ Agree ■ Disagree ■ Don't know

Q7. Do you think that this would be the best legal structure?

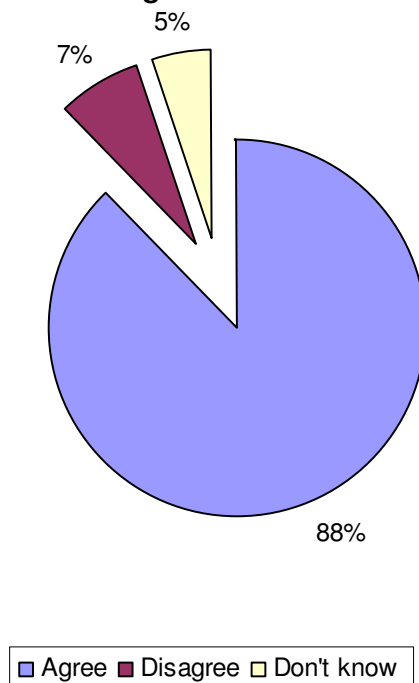


■ Agree ■ Disagree ■ Don't know

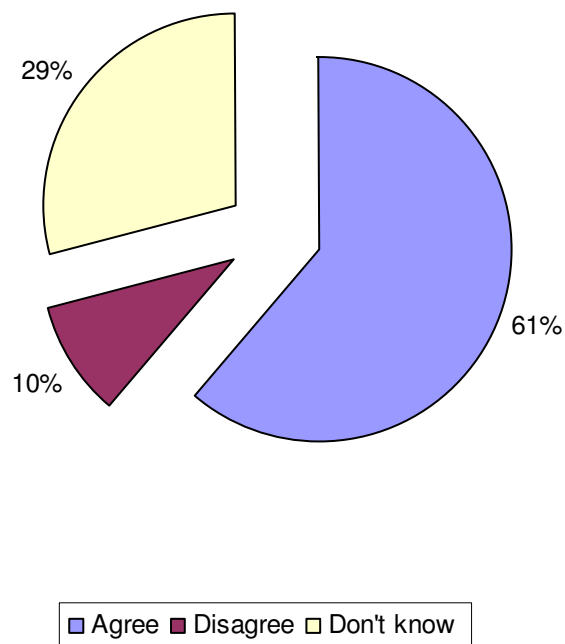
Q8. How we propose to fund services?



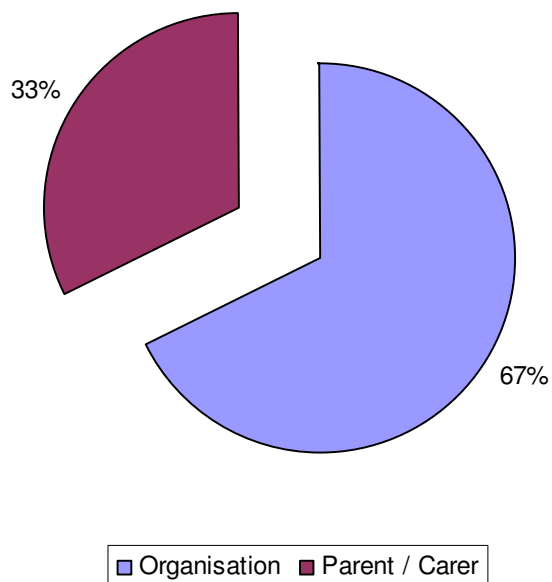
Q9. Funding through local voluntary and community organisations?



Q10. Do you think supporting a city-wide youth and play trust would be the best option?



Q11. Are you: Part of an organisation that delivers youth and play services or a parent / carer?



Please note, the chart below presents the number of times a similar comments was made or theme raised rather than the numbers of individual people making each comment

