

## **Delegated Officer Report**

**Decision Maker:** Katrina Stephens – Director of Public Health

**Date of Decision:** 3<sup>rd</sup> May 2022

**Subject:** Youth Service Redesign

**Report Author:** Neil Consterdine  
Assistant Director - Youth, Leisure and Communities

**Ward (s):** N/A

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**Reason for the Decision:** This report sets out the proposed redesign of the Youth Service following formal consultation with Staff and Trade Unions.

Approval is sought to implement the proposed redesigned service structure that allows for alignment to the wider place based approach across the 5 geographical districts of Oldham, as well as an increase in youth work staffing capacity following the investment of an additional £80k into the youth service annual budget.

**Summary:** The proposal is based on the proposed investment of £80k into the budget within the Youth Service to increase provision to young people and enable an effective and efficient way to deliver youth work across the borough.

During 2020 implementation of the wider place-based approach that has been adopted by the Council and the change to the borough's geographical boundaries began. In order to reflect the changes, a review of the youth service has been undertaken to explore how best it aligns to the place-based model to ensure effective delivery across Oldham

If agreed the proposal will align the youth service teams to 5 geographical areas, as well as providing a boroughwide and project-based team to continue with the delivery and development of the youth voice work and other specialist youth work programmes.

The wider place-based delivery model when fully operational will bring together multiple partners to work together to provide support to our most vulnerable residents. This will include problem

solving at the front line to try to resolve issues/queries at first contact, however if this is not possible, effective signposting to more specialist services if required.

This will offer us the opportunity to provide a strong and consistent delivery model in each District, create a stable and fit for purpose structure and provide flexibility in the service to meet the changing needs of young people now and in the future.

Given the increased strategic responsibilities to the Head of Service, the redesign will enable a more robust management structure within the youth service to ensure the effective operational management and development of the service will continue, while providing clear progression routes for staff.

The proposal went to formal consultation with all staff and trade unions on the 15th March until 29<sup>th</sup> March 2022. This was a redesigned structure including some new roles, redesign and alignment of existing posts and the deletion of 1 sessional 6 hour post.

There were no alternative options proposed from staff or trade unions during the consultation. Staff feedback from the consultation was positive with staff recognising the benefits of the new structure in meeting the service aims and objectives and welcoming the greater opportunity for career progression that will be available.

***What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):***

**Option 1-** Approve the proposed redesigned structure.

**Option 2 –** Do not approve the redesigned Structure. This option would not achieve the aim of an alignment of the Youth work offer to the new district ways of working, increased youth work capacity or provide a robust management structure within the service

***Consultation: including any conflict of interest declared by relevant Cabinet Member consulted.***

Formal consultation with staff and the trade unions commenced on 15<sup>th</sup> March 2022 with several subsequent meetings with staff teams and individuals and follow up questions and answers. There were no challenges presented and no alternative proposals were put forward from staff.

The Cabinet Member has also been briefed

Attached in **appendix 1** is the consultation documents for the service.

**Recommendation(s):**

**Option 1** is the recommended option given it achieves the desired alignment of Youth Services to the placed based working in each of the 5 districts as well as providing a robust structure and management .This proposed structure will also mean we can increase the capacity for delivery of our core youth work offer from an average of 20 youth work session per week to 35.

**Implications:**

*What are the **financial** implications?*

The preferred option (option 1) is to approve the proposed redesigned structure of the Youth Service, with cost coming in on budget and being affordable with the added growth of £80k the service has received this financial year.

Budgetary provision of £382k is available within the base budget for the Youth Service to cover the cost of this proposal, which is also the expected total cost.

The £382k is made up of £322k that is located within the existing staffing budget and £60k which is being funded from non-pay budgets (£2k from public transport, £22k from payment to contractors and £36k from grants), as discussed and agreed with the Youth Head of Service.

There are no adverse financial implications as a result of this report.

(Joe Connaughton Accountant/Nicola Harrop Finance Manager)

*What are the **legal** implications?*

Comments from HR and Finance are noted. There is always a litigation risk involved when a service is redesigned. The consultation period should be sufficiently long enough to ensure that its meaningful (although it is noted that there is no challenge to the consultation). It is assumed that the new roles have in accordance with council policy and procedure job evaluated and council policy has been followed with regards to ring fencing and slotting employees into potential roles.

By following council policies and procedures in conjunction with HR and legal advice, the litigation risk can be minimised.

Further, it is noted that 1 post is being deleted but the service is able to offer redeployment to that member of staff negating the need for any redundancy payment.

Radhika Aggarwal Principal Employment Solicitor

What are the **procurement** implications?

None

What are the **Human Resources** implications?

Consultation on the redesign has included group meetings as well as the offer of 1:1s. Feedback has been positive and there are roles for all existing staff in the structure to slot into.

Adele Savage, HR Advisory Operations Manager

What are the **Children and Young People** Implications?

The redesign will see an increase in the youth work offer from the service creating more youth work opportunities for Oldham's Children and young people

**Equality and Diversity Impact Assessment** attached or not required because (please give reason)

Not required

What are the **property** implications?

None

**Risks:**

N/A


### Co-operative agenda

Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? Yes


Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the Council's budget? Yes

Are any of the recommendations within this report contrary to the Policy Framework of the Council? No

**There are no background papers for this report**

<b>Report Author Sign-off:</b>	Neil Consterdine Assistant Director - Youth, Leisure and Communities  
<b>Date:</b>	3 <sup>rd</sup> May 2022

Please list and attach any appendices: -

Appendix number or letter	Description
Appendix 1	Consultation document Youth Service including staffing and structures   Consultation Document Youth Sei

In consultation with Director / Strategic Director

Signed:



Date: 3/5/22