



**Young Advisors Scheme
Operating Guidance
for Project Leaders**

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Introduction

Children and young people make up almost half the population of most renewal areas and as such, they too want to see changes and can be a part of helping to make the changes happen. Unfortunately however, they are often not included in the decision making process.

Recognising this concern about the lack of engagement with young people, the Department for Communities and Local Government set up four Young Advisors pilot schemes; they were based in Hull, Manchester, Brighton and Middlesbrough. Following a very successful pilot stage, the programme is progressing with a national roll out. See our website www.youngadvisors.org.uk to learn how many projects exist nationally.

Young Advisors are young people aged between 15 and 21, who show community leaders and decision makers how to engage young people in community life, regeneration and renewal.

Young Advisors are trained and employed consultants who guide local authorities, housing associations and other local partners about what it is like for a young person to live, work, learn and play in their neighbourhood.

- They will help organisations 'youth proof' their practices, policies, strategies and commissioning.
- They will help you understand how to attract and maintain the interests of young people.
- They will speak out for young people, making sure their thoughts and feelings are considered in decisions that affect them.
- They will work both locally and nationally to share good practice and learn from others.
- They will engage directly with other young people to get them involved in neighbourhood improvements.

About this guide

This guide is designed to assist Young Advisors scheme managers to develop effective Young Advisors schemes. It addresses some of the important issues that will arise but as each scheme tends to adopt their

own style to suit their local needs, every issue that you may face cannot be anticipated.

This guide has the benefit of being able to incorporate feedback received from staff, stakeholders and Young Advisors already involved in the pilot schemes, as well as information, advice and tips gleaned from the evaluation carried out.

Diversity

Each Young Adviser scheme should be committed to equal opportunities by giving fair treatment regardless of race, ethnic or national origin, age, religion, gender, marital status, disability, domestic responsibilities or sexual orientation.

Race

Any organisation operating a Young Advisors scheme must carry out their functions in line with the Amended Race Relations Act which states as follows:

The 1976 Race Relations Act, as amended by the Race Relations (Amendment Act) 2000, provides protection from less favourable treatment on grounds of race, colour, nationality or ethnic or national origins in employment, the provision of services and the exercise of public functions.

Section 71 of the Act gives public authorities a General Duty to promote race equality when carrying out their functions. This means that they must pay due regard to: eliminating unlawful discrimination; promoting equality of opportunity; and encouraging good relations between persons of different racial groups.

Disability

The Disability Discrimination Act (DDA) 1995 was amended in 2005 to place a duty on public bodies to promote disability equality. This new duty will apply across the public sector from 4 December 2006. It requires public authorities to carry out their functions with due regard to the need to:

- eliminate unlawful disability discrimination and disability-related harassment;
- promote equality of opportunity for disabled people and take account of disabled peoples disabilities;
- promote positive attitudes to disabled people;
- encourage disabled people to participate in public life.

Gender

From April 2007, the gender equality duty will require public authorities to pay due regard to promoting gender equality and eliminating sex discrimination. This means service providers and public sector employers will have to design employment and services with the different needs of women and men in mind.

Age

Schemes that are being set up through or attached to a local authority should be aware that they may experience difficulty regarding the age limitation. This is due to the fact that the policy for local authorities is not to recruit individuals of school age. However, this is not an impossible hurdle and schemes should not be put off by this as similar problems have already been experienced and overcome.

Useful link regarding young people and employment is:

http://www.adviceguide.org.uk/index/life/employment/young_people_and_employment.htm#whatyoucando

Part 1 – About Young Advisors

What are Young Advisors?

The purpose of a Young Advisors scheme is to ensure that young people are included in the decision-making that affects them and to bring about positive change in their communities.

It is important to note that this is not youth work - it is a young consultancy programme. The vision is that the Young Advisors will be consultants, paid for the skills and knowledge they bring to the role.

In the pilots, the Young Advisors were paid £8 per hour for their work (and £4 per hour when training). This is a benchmark for a 'respectful' wage for the quality and significance of the work expected. They averaged around 4 hours per week of Young Advisor work. This varied depending on assignments and individual availability of Young Advisors.

Young Advisors provide advice, information and guidance at various levels, get involved in the decision-making processes and break down barriers between young people and key stakeholders. They also work directly with other young people to encourage them to get involved in renewing their own community.

Personal development of Young Advisors themselves is not the central aim of the scheme. It is a necessary part however, of the work that they undertake. The role is challenging and individual young people will receive training and individual mentoring.

The role of the young Advisor has involved three broad areas of work:

- Promotion and marketing - raising awareness of the young Advisors programmes.
- Youth Proofing policies and strategies
- Project work

Organisations/schemes that they have provided advice to and worked with include New Deal for Communities (NDC) areas and Neighbourhood Management Pathfinders, Local Authorities, Local Strategic Partnerships, Connexions Services, Government Offices, Central Government Departments as well as very local neighbourhood groups and Community and Voluntary Sector organisations.

The Story so far

The Neighbourhood Renewal Unit piloted the approach during 2005/6 in four areas; Hull, Manchester, Middlesbrough and Brighton. The work had such an impact that the decision was taken to promote the approach more widely.

The ages of the Young Advisors recruited ranged from 15-20; they were of mixed gender and from various ethnic and economic backgrounds from within NDC areas

The pilot schemes adopted a range of models and different styles of management and implementation to suit their local needs.

NRU commissioned an external evaluation of the pilots. The Baseline Report was published in March 2006. The full report is available from <http://www.neighbourhood.gov.uk/publications.asp?did=1881>

The early evaluation of the Young Advisors scheme highlighted the personal benefits and impacts to the individual Young Advisors; these included: improved self confidence and belief in their capabilities, feeling valued and listened to, better commitment, new opportunities, changing views and aspirations, a feeling of satisfaction.

In addition to the personal benefits to the Young Advisors, pilot areas benefited widely; evidenced by the fact that links between young people and some of the wider strategies were beginning to develop, committees were agreeable to the involvement of Young Advisors and happy to have their input. A wide range of organisations were requesting Young Advisor involvement in their work including a range of project work, youth proofing and consultation.

It was clear that investing in this training and development of Young Advisors had huge potential.

The evidence gained from the initial pilots now echoes in all subsequent Young Advisor Projects. To find your closest project visit the charity website on www.youngadvisors.org.uk

High profile pieces of work that they had been involved in up to that point included;

- Proof reading Yorkshire and Humber's Respect Agenda
- A Movie Maker project: "mini Ant & Dec" style interviews with key people, including the Education Team Director, the leader of the Council; and the Chief Exec of New Deal Manchester Ltd

- Training the Government Office for the North East in youth engagement and producing a DVD
- Siting of Youth Facilities
- Workshops at the Local Government Association's annual conference
- Appearance on BBC Radio 'The Politics Show'.
- 'New Start' article
- Estate auditing
- Involvement in the European Council Conference in Strasbourg
- Young Advisors Eastern setting up a social enterprise
- Youth Proof the Middlesbrough Local Policing Plan for 2007/8 and distributing it to 38,000 young people across the area

Other work had involved:

- Advising on alcohol, drugs, asb, the police, Criminal Justice Board
- An Equal Opportunity toolkit, web design, and setting up a Youth Bank
- Youth proofing Neighbourhood Management, Community Safety, Parks and Open Spaces strategies and action plans
- The Sports Agenda for the Department of Health
- Recommendations to Children's Trusts, Housing and Business Associations, Youth Services & Connexions
- Meeting Local Strategic Partnerships
- Research for a youth bus

Tools/Skills needed by Young Advisors

The role of a Young Advisor involves engaging and consulting with stakeholders, providing advice, information and guidance at various levels and people in a wide range of roles (local residents to strategic decision makers). This can include consulting with young people across the area and feeding back into the decision making process. Ultimately, the role of a young Advisor is to change current perceptions of young people, promote a more inclusive approach to their engagement in service development and decision making as valued stakeholders in the process leading to permanent change and better outcomes for whole communities as well as young people themselves.

The following list shows the type of people and the most useful areas of skill, knowledge and enthusiasm for Young Advisors.

This is demanding set of skills and qualities. No one person will possess them all or have them in equal measure.

Project Leads should be clear that anyone they recruit has a good range of these and the potential to develop them further as well as acquire new ones.

Personal characteristics:

- Patience
- Desire and capacity to learn and help others learn
- Persistence – not someone who starts something and abandons it at the first sign of difficulty
- Courageous e.g. able to face down an irritable adult with polite, focussed thinking
- Uses initiative
- Respect for those from a different background
- Interested in people
- Committed to children and young people having a say, being heard and making changes
- A sense of humour

Desirable qualities:

- Lively without showing off
- A bit of a self-starter
- Interested in how the community and the country are run

The essential skills needed for the role of a Young Advisor are:

- A good listener
- A track record of accepting responsibility and seeing things through
- Confidence and self-esteem
- Able to influence people
- Able to challenge and disagree without being disagreeable

Desirable skills:

- A confident speaker
- Able to see several sides of the same argument
- Running effective, brief, fun meetings
- Writing useful reports, notes for others
- Interviewing skills
- An ability to choose priorities and manage their time
- Able to propose and stimulate changes

Part 2 - Practical Management

a. Starting Out

Scheme Design and Project Leads

Setting up a Young Advisors scheme, a structure, a specific role for the Young Advisors and a firm vision of what it is you are trying to achieve within your area is an essential starting point. It is also important to be flexible. Experience so far has shown that it is crucial not to be so prepared that the young people's creativity gets pushed out. Each young person will have or develop their own style within their role and it is important that they are enabled to deliver in a style with which they are confident.

In the piloting phase, there was a lot of learning and the structures were quite different in each area. Some or all of these will be key issues to bear in mind.

- Allow sufficient 'lead time' to plan effectively
- Involve external stakeholders and potential 'clients' for Young Advisors in the planning stages
- Ensure that the Project Lead has time and understanding and support of their employing organisation
- Identify and gain commitment of mentors for Young Advisors in advance.
- Factor in time to support mentors as a group and involve them in training

Examples from the pilots

Manchester

The lead agency for the East Manchester Young Advisor pilot was the East Manchester NDC Social Regeneration Unit. This scheme had 6 Young Advisors ranging from age 15-19 years.

The lead officer acted as a link to engage the Young Advisors to drive their work forward. The initial planning was a co-ordinating group for young people's issues in the area and the mentors were recruited from this group who were also external stakeholders. Initially, this took 1-2 days a week of the lead officers time. Subsequently this diminished significantly as the group became more self-managing. Mentors initially

provided a minimum of 1 -2 hours per week of support to the Young Advisors. Again this diminished over time.

Middlesbrough

The lead agency for the Middlesbrough Young Advisors pilot was the West Middlesbrough Neighbourhood Trust (WMNT). The scheme had 6 Young Advisors aged from 15-19 years. The pilot was managed by the Youth Development Officer within the WMNT and formed part of their wider work programme. The lead officer role included managing the workload, supporting Young Advisors and providing additional training to help them carry out their tasks.

The lead officer spent approximately 1-2 days a week on Young Advisor work initially.

The lead officer also took a significant role in mentoring the Young Advisors due to difficulties in securing mentors from other agencies. This meant that Young Advisors did not receive regular individual support and worked much more as a group, often using a peer support element. Although not ideal, it proved very successful.

Time and resources

It is vital that a realistic amount of time on a weekly basis is allowed for and for workloads to reflect available resources.

- In the pilots, Lead Officers spent 1-2 days per week on the project during the set – up phase
- Peer support and 'self-management' can be planned for as the project develops
- Consider resources Young advisors may need e.g. access to phones, internet access, work space.

Examples from pilot

In Brighton the Youth Support Service made office space available for Young Advisors on a 'hot-desking' basis.

In Manchester a voluntary sector partner offered ICT support to Young Advisors.

In all pilots the Lead Officers reported that the 'time investment' was greatest in the early stages.

Partnership Development (Supporters)

This is a key part of the start up and early stages of developing a programme as indicated in the 'programme design' section above.

- Use existing partnerships and networks to 'sell' the idea and identify early pieces of work
- Involve external stakeholders in programme design
- Do this work before and during the set-up recruitment phase.

A key partnership will be the Youth Services and Connexions. In some areas they have provided the co-ordinator role, in others they have been a key source of mentoring and support.

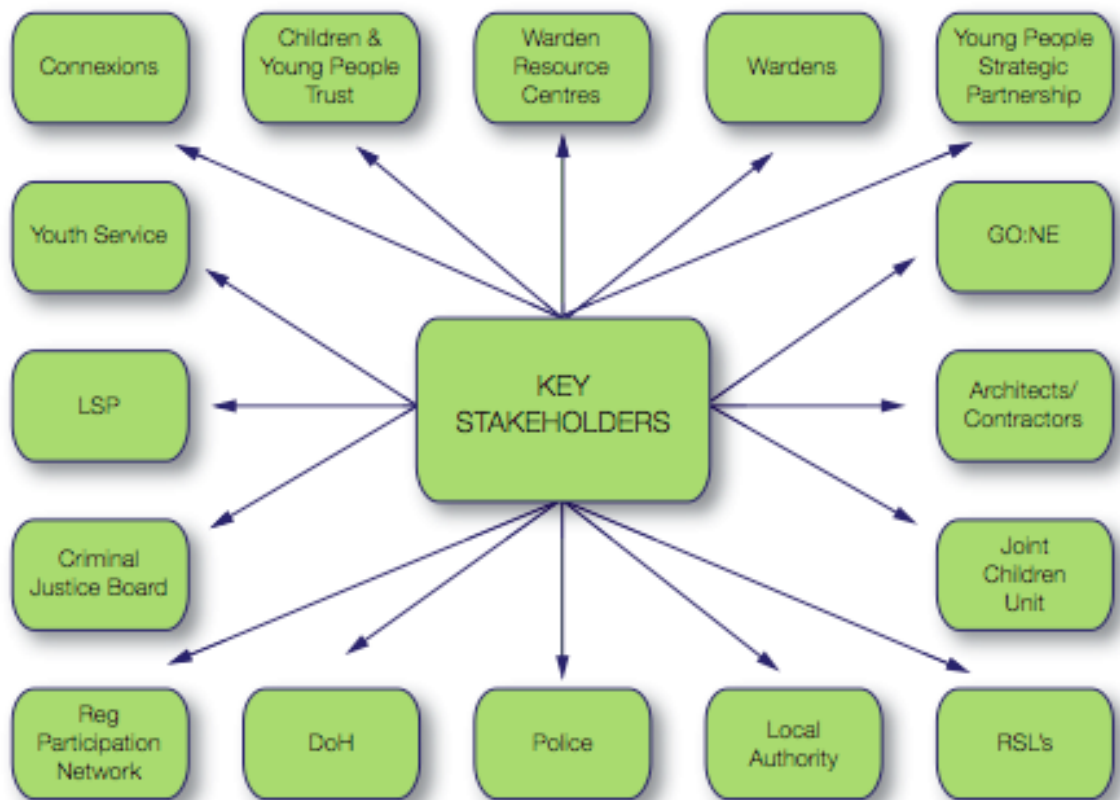
The Children and Young People's Trust will have a strategy for encouraging greater participation (Connexions and Youth Services will be key players) and if the Young Advisor scheme is a deliberate part of that strategy it will be important to explore how it can complement and contribute to it.

Early in the pilot quite extensive networks of partnerships had begun to develop; the diagram on the next page illustrates one.

Hull

Young Advisors in Hull linked directly to the existing partnerships of the NDC. Project work with stakeholders outside NDC boundaries is developing well; they received some logistical support from Hull Community Network and the Youth Council.

Key Stakeholders of Young Advisor Pilot Projects



Recruitment

The recruitment of Young Advisors can be carried out by various methods and you will decide the best method based on your area local circumstances. Some of the options are:

- Advertising locally for Young Advisors and going through the selection process based on the criteria.
- Young people being recommended based on previous involvement in their local area or by reputation.

In both cases, use of existing networks to promote and raise awareness of the opportunity is helpful; e.g. existing Youth Forums, detached youth workers.

Testing skills, ideas and level of interest of potential Young Advisors have been used successfully. This gives an opportunity to give a fuller picture of the role, use other young people to promote, give interested young people the opportunity to demonstrate their potential in situations other than interviews.

Whichever approach is adopted, it is vital to consider the skills and qualities required and to ensure that as wide a range of young people as possible has the opportunity to be involved. If the young people within the group are of varied backgrounds, skills and characteristics, this aids to set them apart from one another as well as offering a wider chance of them being able to mirror the people that they will be working with.

Below are examples of two of the pilot schemes and how they recruited:

Middlesbrough

The Middlesbrough Youth Providers meeting was used as a vehicle to identify potential Young Advisors. Members recommended candidates. This method was used to recruit the older group of Young Advisors. Middlesbrough Youth Inclusion Project, Youth Service and WMNT nominated young people. The younger group of Young Advisors were identified using the Learning Mentors within the local school.

This pilot used a “recommendation as opposed to referral” approach in their recruitment of young people. This initial recruitment drive resulted in a mixed ability group offering a wide range of skills and experiences

East Manchester

It was decided that as this was a pilot programme they would not aim for a “mixed ability” group. Reasons for this included:

Tight timescales did not allow the targeting of harder to reach groups as there was no time for relationship building to help facilitate this. The fact that this project was a pilot and that it was timebound meant that less time was available to spend training and building the capacity of Young Advisors to deliver their service. East Manchester had already benefited from the Peer Education Initiative which paid young people to support youth workers and promote engagement. Young Advisors were perceived as a graduation – from supporting youth workers to influencing organisations and initiating change.

The pilot came at a time when the Youth Inclusion Working Group was being re-established. This group consists of representatives from organisations from all sectors. Participants from this group recommended young people known to them as capable of carrying out this role. An Orientation Day was held when those young people recommended attended to find out more about the project and decide if they would like to be involved. There was an element of self selection within this meeting and this method resulted in the confirmation of 5 young people becoming young Advisors. The final vacancy was confirmed later.

You can also find recruitment solutions and materials on the Young Advisors Resource Network: www.theyarn.org

Training and support for Young Advisors

The previous chapter discussed the personal characteristics that individual young Advisors will have. The following is a list of the areas that individuals will be trained and developed in and the skills that will be learned whilst carrying out their various functions and tasks:

- Team working
- Negotiation skills
- Presentation skills
- Planning skills
- Time management and priority setting

- Problem solving
- IT skills
- Decision making
- Teaching
- Consulting
- Advising
- Training skills
- Researching
- Reviewing and analytical skills
- Self review/evaluating own performance/improving own learning
- Gathering and representing the views of others
- Chairing/contributing to meetings
- Record keeping

The above list relates to specific skills for which each Young Advisor must receive the appropriate training. Training on these topics is vital as these are core tasks that the young Advisors will be expected to carry out as part of their duties.

The training given to the Young Advisors is very in-depth and included the following:

- Two half day briefings with the local lead and mentors
- One whole day group meeting so all the Young Advisors meet and share expectations
- A two day training programme provided by the Young Advisors Charity
- Approximately 1 days guided work set at the first training event
- A 2.5 day training programme, again provided by the Young Advisors Charity

The Young Advisors reported that the training provided, although valuable and intense, was only the start of their learning.

Young Advisors' Induction, Training & Support Programme

Once appointed, the Young Advisors' induction and training programme will be delivered as a development and capacity-building sequence of events, starting locally with each group, and culminating in a residential event. Before, between, and after each event there will be preparatory and placement work, supported by each Young Advisor's local mentor. Schedules and arrangements will need

adapting once we know who the Young Advisors are and what their educational, work, sporting, arts and family commitments are.

Young Advisors will be paid expenses during the training.

Induction and Training Programme

Step 1

Two Half Day Sessions

- Young Advisors meet with local mentor and sponsoring organisation to discuss and explore mutual expectations; examine job description and description of activities to identify preferences; discuss person specification and identify training and development needs.

Learning & Development Outcomes

- Quality relationship established with local mentor
- Understanding of sponsoring NDC/NMP/Organisation and some of what it does
- Begin to identify preferences as a Young Advisor, and learning and development/capacity building needs

Step 2

One Whole Day (or afternoon and evening)

- Meet as a local group of Young Advisors with mentors; share ideas and expectations; build a portfolio of local activities, and begin to indicate preferences within the team. Learn about the organisations involved, good examples of youth engagement, local youth services, funding streams, local, political structures and the arrangements for being a Young Advisor.
- Examine some local programmes for their youth engagement potential and plan to visit one of these, with the mentor, and explore how youth engagement works there or could be improved.

Learning & Development Outcomes

- Build a local team of Young Advisors
- Clarify each individual's part as a Young Advisor and their position in the team
- Share ideas and build plans for being influential as a Young Advisor
- Build a picture of the area and possibilities for change and development

Step 3

One Overnight training delivered by Young Advisors Charity

- Meet as a group of Young Advisors to explore aspects of policy, the law and citizenship, in relation to youth partnerships; practice youth proofing; work on a simulated neighbourhood problem; practice surfing IT and researching for information and ideas to support their youth engagement activities.

Learning & Development Outcomes

- Understand Young Advisors' part in the national programme
- Learn about the options for influencing practice using current policies and legislation
- Gain insights about the information and intelligence available to support the Young Advisor functions
- Practice first steps in problem solving and promoting change

Step 4

Residential Weekend or in house 2.5 day delivery of training by the Charity

Work on communication, advisory and influencing skills – skills coaching and practices in:

- listening, interpreting, questioning, advising
- record keeping and writing short reports
- making presentations
- working in groups, committees and meetings
- customer care
- giving interviews
- involving, promoting and organising other youth partnerships
- timetabling, task management, and monitoring
- influencing and challenging techniques

Work on preferred tasks and roles of individual youth advisors; plan local teamwork and networking

Follow Up: With Local Mentor and sponsoring organisation

Devise a work programme

Learning & Development Outcomes

- Gain knowledge of the techniques available for making a difference in youth
- Practice and develop the skills needed to be an effective Young Advisor
- Practice these
- Lay the foundations for a work programme

Responsibilities

These are flexible but give an indication of what is involved on both sides.

Young Advisor Project

- Appoint local project leader
- Appoint volunteer mentors to work with young people
- Advise Young Advisors Charity of names and contact details of key contacts.
- Recruit and support the Young Advisors
- Contract with young people to pay £8 per hour and an agreed amount during training (not less than £4 per hour)
- Provide in-house induction session
- Make local arrangements to attend agreed residential training session
- Direct the activities of young people acting as Young Advisors
- Take responsibility for the welfare of young people while attending residential training sessions

Young Advisors Charity

- Provide guidance materials and support on all aspects of the development of the local project
- Ensure that information and good practice is exchanged between participating partnerships
- Through the charity, ensure that local programme leader is provided with support and guidance in developing local induction session
- Provide materials to support mentor and young people in working together
- Arrange the delivery of residential training
- Ensure availability of follow-up support through the Young Advisors Charity Development Team.

Shared responsibilities

- Make arrangements relating to residential training programme, including providing details for registration, travel and accommodation arrangements

Training and Support for Mentors

It is vital that each mentor has a very clear idea of what is expected of him/her and that they receive support designed specifically for mentors. As a project lead, you should pre-meet with the mentors to discuss:

- The role of the mentor
- Time commitment
- Training needed
- Genuine commitment to the role

If possible, mentors could be included in the training for the Young Advisors or additional sessions of training be put in sessions aimed specifically at mentors.

Particular emphasis needs to be given to mentors in terms of their workloads.

In the pilot, maintaining a group of mentors was one of the more problematic areas. It is certainly the case that one mentor for the whole group is inadvisable.

In Manchester, the mentors were recruited from potential stakeholders. They were each asked to identify a potential role for a young advisor before taking on the role. In addition to guaranteeing an early piece of work for the Young Advisors to focus on, it has meant that the mentors have maintained their commitment to the programme.

In addition to the training given at the outset, you will also need to consider how ongoing support will be given.

It is interesting to note that many of the Young Advisors from the pilots reported that although they were assigned an official mentor, there was also a range of other influences who served as informal mentors including other members of the group.

It is worth recognising all the places such support can come from. For example where Young Advisors were given work space (albeit on a hot desking basis) with other workers in programmes, much informal support and guidance is given. This happened in a number of pilots including Brighton where the Young Advisors were able to use Youth Support Services office space.

Practical Issues – Health and Safety

Working with young people means paying careful attention to keeping them and yourself safe.

Criminal Records Bureau (CRB) Checks.

CRB checks are only compulsory in law for certain occupations (e.g. school staff, doctors). In other situations it is at the discretion of the employer. Also, not everyone can be checked; eligibility for CRB checks is also governed by the law and only those people who meet defined criteria can be checked. People will be eligible for a CRB check if 'they are in a position the normal duties of which include regularly caring for, training, supervising, or being in sole charge of a child'. Normal duties will generally mean that the function is written down in a job description; however, this may not always be the case. The eligibility criteria for CRB checks refer to a "position" which can be entirely separate from someone's job and can be a voluntary activity such as a mentor.

The approach of schemes should be to follow the practice of their own organisation or 'parent' organisation (e.g. Local Authority). In general you will want to ensure that adults working directly and unsupervised with young people are CRB checked. This needs careful handling as the idea can come as shock.

When considering employment of adults and working with volunteers, local Youth Services are a good source of advice and the local Safeguarding Children Board will be able to provide more detailed guidance.

Further information on who is eligible to be checked and who can request them is available at www.crb.gov.uk

General

Other Health and Safety considerations will be the same as for any Youth Work in terms of trips, residentials, parental permission etc. Again, local Youth Services and other providers will be a useful source of support in this area.

Absence from school/ college

Young Advisors will often be in school, college or employment. Whilst it is clearly important to avoid any disruption to this, there may be

occasions on which you want to support them in requesting absence. Below some text from a letter that some schemes used in the pilot.

SAMPLE LETTER TO SCHOOL

Dear

We are delighted that has been selected to take part in the Young Advisor Scheme.

Young Advisor Scheme

..... has set up a project to train young people as Advisors in effective engagement of young people. The schemes are taking place in In each area a small group of young people (approximately six) has been recruited.

They will undergo training and induction over the next two or three months, provided by the Young Advisors Charity, a national charity delivering training to young people in Regeneration and Renewal. After that they will undertake small pieces of work which, for example, may include running consultations or advising local initiatives on how to develop policy and practice which is inclusive of young people and, potentially, similar activity outside their local area or at a more strategic level (e.g. Local Authority, regionally or nationally).

As far as possible, we have tried to avoid organising events or training that take place during the week necessitating time off from study or employment. However, there are one or two occasions where this has been unavoidable.

We would be immensely grateful if you would allow time off for this purpose....., the local co-ordinator, will be able to confirm the nature of the event and the dates.

The young people will be making invaluable contribution to the scheme and also developing skills and gaining experience which will be of immense value to them individually. We will be encouraging the young people involved to keep a record of what they do, what they learn and how they work with other people and to add this information to their personal CVs and records.

Thank you for your support in this matter, please feel free to contact either myself or If you would like to discuss this further.

Finance/Payment

A key principle of the Young Advisors schemes is that the young people are paid for the work that they do. They have been trained (and paid a reduced rate during that period), and high expectations are placed in terms of reliability and commitment as would be the case in any employment. The work is sessional, not full time.

The arrangements for paying them are an important practical arrangement to put in place before the scheme commences.

- Organisations whose payroll is through the local authority should seek an alternative means of paying the young people.
- Incorporated organisations can employ directly
- Voluntary sector incorporated organisation can run a payroll
- Connexions partnerships often employ young people and may be able to help.

If the only payroll arrangements available are those of the Local Authority, it is desirable to seek alternative arrangements. In many cases it may not be possible or easy to put them on the payroll particularly if they are under 16.

Payment of under 16's.

There are legal restrictions;

Employers must inform the education department of their local council that they have employed a school-aged child. If satisfied with the arrangements, the council will issue the child with an employment permit. A child is not insured without one.

Children do not need a work permit for work experience that his/her school arranges.

Local by-laws list the jobs that 13 year olds can do. No 13 year old can work in a job that doesn't appear on the list. Local by-laws may place further restrictions on the hours and conditions of work and the nature of employment. For help and advice or to apply for a work permit contact the education department of your local council or education welfare service.

http://www.direct.gov.uk/Parents/FamilyIssuesAndTheLaw/ChildrensRights/ChildrensRightsArticles/fs/en?CONTENT_ID=4002945&chk=AaZA0p.

Benefits and Tax

There are different limits for different benefits relating to how much can be earned. This will need to be dealt with on a case by case basis.

Young Advisors may be liable for tax if it is their second job. They will need to make a decision about which is their first and second job.

In East Manchester, the NDC approached a local voluntary sector organisation. They agreed to pay the Young Advisors through their payroll. They chose not to charge for the service, seeing it as a contribution in kind to the project; the Development Manager became one of the mentors. This meant that the Young Advisors did not have to go on the Local Authority payroll.

In Brighton, a similar arrangement was used. In their case the voluntary sector organisation charged a small fee for the service.

b. Getting on

Promotion and Getting Work

The main purpose of a Young Advisors scheme is to work with and influence the way other organisations and groups operate. Identifying opportunities and promoting the work is thus a key activity.

- Identify and engage with key stakeholders during the startup process who can become champions and advocates.
- Use Young Advisors to present and promote themselves at meetings.
- Use your organisation's networks to start with and integrate their work with existing activity.

In Brighton, the Young Advisors were managed by the Youth Service under contract from the local New Deal for Communities programme. As part of the statutory sector the YS has close links with a wide range of stakeholders and provide the vehicle for Young Advisors to become involved on a city wide basis

In Hull, the NDC has developed some strong links with a range of agencies operating within their boundaries. These have been used as a starting point to develop and direct the work of the Young Advisors. Young Advisors have taken an active role in promoting their service both within the NDC area and city wide. Young Advisors have carried out presentations both at a local and national level including Hull Business Association, the Community Safety Team and youth workers. Young Advisors also attend the Residents Board and arrange meetings with potential clients eg wardens and police.

The Young Advisors in East Manchester work across the whole of the East Manchester area, one Young Advisor working in each of the 6 wards. The design of this scheme is an important aspect of how work is generated. The main clients are also the mentors. It was decided to directly link a Young Advisor with a specific project in each of the wards and that their work would be directed through that organisation. This means that the key stakeholders for this project are in fact the mentor agencies. Initially, Young Advisors work was generated through that organisation.

In West Middlesbrough NDC, the lead officer has begun to integrate the Young Advisors into his Young Peoples Development Team linking much of their work with his wider inputs to young people's services. Requests to the Young Peoples Development Team for providing

support to external agencies in engaging young people are directed to the Young Advisors. The interest of outside agencies is beginning to develop and Young Advisors have already responded to requests to provide advice and support to organisations wishing to engage with young people.

You can also share good practice and find examples of promotional material on the Young Advisors Resource Network: www.theyarn.org

Managing the Workload of Young Advisors

All of the pilot areas reported that as the scheme became established, the demands on the Young Advisors themselves increased and also on the support and backup required from the co-ordinators.

- Young Advisors as a group manage and prioritise their workload and hold each other to account
- Develop some Young Advisors as support workers/ managers
- Mentors (often volunteer) are important in helping individuals manage time and workload.

In Manchester, Young Advisors and mentors are regarded as a collective group. Ideas for work are put forward by clients and this is pitched to the Young Advisors. They then decide if it is something they want to do and whether it fits strategically with other work they are currently involved in. However, the Young Advisors often establish some of the work themselves based on what they see as a local need. Time commitments have increased pressure on the lead officer but the fact that each Young Advisor has regular contact with a dedicated mentor has helped to reduce the day to day operational management responsibilities within the NDC.

In Middlesbrough, Young Advisors themselves have taken on co-ordinating a role within the group. In some case this has been a significant number of hours of paid work.

Sustainability

There are several variables when considering how much funding you will need to secure to set up your Young Advisors project.

The first of which is how many Young Advisors do you intend to recruit.

Below is a table intended to give you an indication of how much to build into your bid. The funding requirement has been calculated on

the basis of a Young Advisor working 4 hours per week over a year, paid at £8 per hour with on costs and contingency. The in kind contribution is calculated on the presumption each Young Advisor project has a lead, and each Young Advisor has a mentor. This can be used to add leverage to funding applications.

Young Advisors	Funding requirement	In kind contribution	Training
1 Young Advisor	£2,000	£2,600	
2 Young Advisors	£4,000	£5,200	
3 Young Advisors	£6,000	£10,400	
4 Young Advisors	£8,000	£13,000	
5 Young Advisors	£10,000	£15,600	
6 Young Advisors	£12,000	£20,800	
7 Young Advisors	£14,000	£23,400	
8 Young Advisors	£16,000	£26,000	
9 Young Advisors	£18,000	£28,600	
10 Young Advisors	£20,000	£31,200	£4,000

The project lead may want to have the training delivered through a two and three day residential which would incur additional costs of hosting learning Young Advisors. This cost is dependent on venues selected, and should form part of your bid.

Sometimes, more than one Young Advisor project will come together for the training, and this will offer the opportunity for the training costs to be shared. Maximum training cohort is around twenty.

Once your project is live, Young Advisors can also charge services and organisations for their consultancy, and therefore much of the funding requirement and training can be recovered.

Funding can be gained through any of the following sources to name a few:

- External funding – e.g. NDCs, LA,
- Grants (Big Lottery etc)
- Partners working together and contributing their own core funding
- Trading
- The Youth Opportunity Fund

All of the above have been used to some extent.

During the pilot, Young Advisors have been invited to speak and run workshops at conferences (LAAnet, Neighbourhood Management National Network) and have been paid directly by the inviting organisation.

Others have sought and secured funds from local partnerships on the back of demonstrating success and impact (e.g. East Manchester)

For the future, some pilots as well as Neighbourhood Renewal Partnerships are exploring the establishment of Social Enterprises which can independently sustain and trade. The Young Advisors Resource Network (theYARN) was the first to set up as a Social Enterprise, and advice and guidance on this is available through the Young Advisors Charity, and of course theYARN itself.

Precise costings of training under different circumstances can be obtained from the Young Advisors Charity by contacting gary@youngadvisors.org.uk

The cost of local support clearly needs to be costed and factored in locally.

Progression for Young Advisors

At the beginning of a scheme, it is important to be clear about the length of time for which the Young Advisors are being recruited. Once started, as well as sustaining the programme financially, it will be important to consider how to refresh the pool of Young Advisors as well as support the original 'pool' as they move on.

- Use Young Advisors for talent spotting and interviewing successors
- New Young Advisors can shadow existing Young Advisors as part of their training.

Mentors and programme leads should set aside time to help the Young Advisors consider their options, or to point them in the direction of more specialist advice.

Monitoring and evaluation

There is an external evaluation of the Young Advisors programme, conducted by Social Development Direct. Some elements of the evaluation were conducted by Young Advisors themselves

The final report was published in 2006.

NRU and the Young Advisors Charity have also commissioned a toolkit for use by Young Advisors. It will include guidance and tools to support evaluation of the work the Young Advisors do.

For more information on this, contact gary@youngadvisors.org.uk

Schemes should consider *at the beginning* how they will know they are achieving their aims and the how to monitor progress.

There will be many benefits, and the Young Advisors themselves will develop enormously. However the principle focus will be on how things have changed as result of Young Advisors work. The Young Advisors themselves will also want to develop ways in which they can evaluate individual pieces of work they do. The toolkit mentioned above will be a useful resource here.