

APPENDIX 1

**LONDON BOROUGH OF TOWER HAMLETS
DIRECTORATE OF EDUCATION**

**YOUTH SERVICE PLAN
2003-2004**

TRANSFORMING SERVICES FOR YOUNG PEOPLE

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Introduction

The London Borough of Tower Hamlets (referred to hereafter as LBTH) enjoys a rich cultural diversity, the development of a major world centre for business and commerce and a population that continues to grow rapidly. It is also one of the most economically deprived areas in the country, with many people suffering poor health and living in poor quality and overcrowded housing. The Council's vision for the kind of place that people who live and work in the borough want Tower Hamlets to be is described in the Community Plan. The Youth Service plan builds upon the strategic objectives of the Community Plan to make Tower Hamlets:

- a better place for living safely;
- a better place for living well;
- a better place for creating and sharing prosperity;
- a better place for learning, achievement and leisure; and
- a better place for excellent public services.

Cutting across these themes, however, residents throughout the borough have identified the need to focus attention on young people. They have emphasised the need to help young people play a positive role in their community, and also want to see an effective response to young people at risk of involvement in antisocial behaviour and crime.

In addition to the Community Plan, the Youth Service Plan contributes to the following corporate strategies:

- Youth Crime Reduction Strategy
- Preventative Plan
- Neighbourhood Renewal Plan
- Education Strategic Plan
- Third Sector Strategy

Tower Hamlets Youth Service, following a period of major change, is well placed to make a major contribution to the provision of council-wide services for young people. An initial Best Value Review in 2001 indicated that urgent action was needed to improve the service in order to meet the emerging context, to deliver national strategies locally and to meet requirements for accountability and inspection. The Council took immediate action and moved to the commissioning of the provision of youth services. A procurement process was undertaken and new providers of youth services were contracted to deliver provision. Six contracts were transferred in April 2002 and the remaining five were transferred in September 2002.

Good Practice – Case Study 1

Youth Action UK has developed a programme of joint training with the Metropolitan Police. A day workshop for 15 beat officers and 15 youth workers was held in order that they worked jointly and hence more effectively with young people in the Stepney area.

A Head of Connexions and Youth Support Service was appointed in September 2001. Achievements to date have been the establishment of a strategic Core Team; the implementation of the new contracting arrangements; the development of the Connexions and Youth Support Services as a joint service; and the raising of the profile of the Service. At a strategic level all departments of the Council are now involved in the production of a Corporate Youth Strategy, led by the Head of Connexions and Youth Support Service. Consultation on the Corporate Youth Strategy is being carried out through the Local Strategic Partnership (LSP).

Good Practice – Case Study 2

The Tower Hamlets Guides, with an approximate membership of 1200 girls and young women, provide activities to a wide range of the community, offering 28 sessions per week in satellite venues around the Borough.

The organisation has targeted Bangladeshi girls and young women and has set up two new patrols with plans to open an additional three more units at Toynbee Hall. All the publicity has been translated in Bengali and distributed boroughwide. Five new leaders have been trained and recruited from ethnic minority groups.

A. The Youth Service Strategy, Aims and Objectives

Vision and Purpose

The Connexions and Youth Support Service has the following Mission Statement:-

The Connexions and Youth Support Service Core Team provides strategic leadership to support partners and young people towards achieving excellent quality youth provision in the London Borough of Tower Hamlets, that is both cost effective and meets the needs of young people.

The Service is an integral part of the Education Service and subscribes to the commitments given in the Education Strategic Plan 2003 – 2006.

We shall

- *Draw on and reflect the needs and aspirations of the constituencies we serve*
- *Value the diversity and distinctive nature of the community*
- *Communicate effectively with service users and key partners to promote common understanding of education in Tower Hamlets*

The aims and objectives of the Connexions and Youth Support Service are consistent with the Connexions Service and with the four priorities set

out by the DfES in the document “Transforming Youth Work”. These are: -

- *Set out a clear vision for the Education Service that is translated into realistic programmes of action*
- *Deploy resources effectively to meet the LEA’s vision and priorities*
- *Plan pro-actively to encompass likely future events*
- *Adjust flexibly and strategically to changes in context and expectations*
- *Set and achieve appropriate standards and targets*
- *Monitor and evaluate the quality of our own services, including support services*
- *Ensure mechanisms are in place to promote the rights of children and young people*
- *Involve a wide range of partners in policy making and in service development and review*
- *Work effectively with other Council services*
- *Secure external funding and ensure it is deployed to meet service priorities*
- *Providing high quality support including advice and information*
- *Enabling young people to have a voice and influence*
- *Enabling personal and social development opportunities and choice*
- *Promoting intervention and prevention*

Context

The Best Value Review Report identified the following:

- The Youth Service did not provide value for money;
- No performance indicators had been agreed other than the amount spent and the number of young people in the borough;
- Limited provision in the evenings, at weekends or during holiday times;
- Little reliable data to monitor provision;
- No effective operational management; and
- The service met neither the expressed nor the implied needs of young people.

The Connexions and Youth Support Service has seen a major change in the last 18 months and this has affected priorities to date. The Service has undergone a commissioning process and supported contracted partners to secure comprehensive

activities and programmes in each of the 8 Local Partnership Areas (LAPs). It has implemented agreed monitoring programmes to secure consistent quality across all areas, supported contracted providers to develop curriculum projects to provide equitable access across all LAPs and sought funding to increase the range and volume of these projects. Key priorities have been to establish the roles and responsibilities of the Core Team, appoint staff, establish a training programme and support the contracted providers. The service, however, faces significant challenges to:

- Change perceptions of a poor quality service by Elected Members, young people, parents/carers and staff;
- Increase the participation of young people in youth activities;
- Raise the profile of the service and showcase good practice;
- Re-skill staff through a comprehensive and clearly targeted staff development and training programme; and
- Co-ordinate and collaborate with other providers to secure additional resources.

Strategic Priorities

The strategic priorities for the Youth Service have been developed in consultation with partners and young people. They also reflect national, regional and local strategies and priorities for young people.

The strategic priorities for 2003/2004 are: -

1. To provide strategic leadership to ensure high quality services for young people;
2. To develop the Connexions Service to provide advice, support and guidance to young people and to ensure that all 13 – 19 year olds are aware of the Connexions Service;
3. To work with partners to reduce crime;
4. To involve young people in making decisions in respect of strategy and delivery of the Service;
5. To develop access and inclusion strategies to increase usage and take up of provision;
6. To develop a coherent and effective curriculum which profiles the achievement of young people;
7. To develop and deliver a comprehensive training and development programme; and

8. To work more effectively with the voluntary and community sector.

Good Practice – Case Study 3

Tower Hamlets New Start is an innovative multi-agency youth project, which forms part of the Connexions Service. The project is aimed at young people between the ages of 16-19 that are considered to be at most risk. Young people may be referred by other agencies or self-refer.

New Start annually works with 150 young people, each of whom is allocated a Personal Adviser. New Start offers one to one support and individualised programmes. Young people are connected with various agencies for a multi-agency intervention to maximise resources and opportunities to assist them into education, training and employment.

The matrix below indicates the contribution of the strategic objectives to other corporate plans and strategies within Tower Hamlets:

Links With Other Key Plans

Strategic Priorities												
	A	B	C	D	E	F	G	H	I	J	K	L
1. To provide leadership to ensure high quality services for young people			✓			✓						✓
2. To deliver the Connexions Service to provide advice, support and guidance to young people and to ensure that all 13 – 19 year olds are aware of the Connexions Service	✓		✓			✓			✓			
3. To work with partners to reduce crime	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓
4. To involve young people in making decisions in respect of strategy and delivery of the Service	✓	✓	✓		✓	✓						✓
5. To develop access and inclusion strategies to increase usage and take -up of provision	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6. To develop a coherent and effective curriculum which profiles the achievement of young people	✓		✓			✓						
7. To develop and deliver a comprehensive training and development programme	✓		✓		✓	✓		✓	✓			✓
8. To work more effectively with the voluntary and community sector	✓			✓	✓	✓				✓		

Key

A LMG Connexions Delivery Plan
B Community Plan
C Education Strategy Plan
D Youth Crime Strategy
E Childrens' Service Plan
F Best Value Review Report

G Youth Justice Plan
H Teenage Pregnancy Strategy
I Substance Misuse Plan
J Sports Strategy
K Cultural Strategy
L Ideas Stores Strategy

Performance Monitoring and Evaluation

Traditionally, the Service's performance indicators were those reported annually on Service spend in relation to the number of young people in the 13 – 19 cohort and the Youth Service budget as a percentage of the Education Budget.

The new performance indicators for the service, as outlined in this plan, are included in the 2003-4 Education Strategic Plan, the Youth Crime Reduction Plan and the Community Plan. Those indicators will be monitored and reported upon through the corporate monitoring and evaluation processes.

A quality assurance framework is currently being agreed with providers. This will include:

- observations to monitor the quality of provision;
- a management information system to monitor the level of participation and accredited outcomes;
- monthly reviews with contractors using the OFSTED self assessment framework.

The Youth Service Action Plan will be monitored by the Head of Youth and Community Service and progress will be reported to the Lead Member for Education. Management Information will be reported to LAP Steering Groups on a quarterly basis (November, February, May & August). An evaluation of the plan will be reported on an annual basis to Cabinet and Government Office for London as part of the process of developing an action plan for the following year.

Monitoring of evaluation is linked to the Council's Performance Management system of individual target setting linked to corporate and service area targets.

The Service is also undertaking an external review in March 2003 against the standards in the OFSTED framework. The core team will be using the self-assessment schedule with contractors as well as encouraging the community and voluntary sector to adopt it.

How monitoring and evaluation will be carried out	Responsibility	Dates for reporting
Individual performance of the Core Team members monitored via the Council's Performance Management System	Head of Connexions and Youth Support Services Service Head for Youth and Community Learning	Six monthly
Monthly monitoring visits to Contractors to discuss developments	Quality Assurance and Commissioning Manager	Monthly
Quarterly Performance Reports from Contractors, identifying participation and achievement	Quality Assurance and Commissioning Manager	Quarterly – Reports November, February, May and August
Monitoring reports based on progress against indicators: - LBTH Strategic Plan 2002-2006 - Statement 52 Returns (NYA annual statistical returns)	Service Head for Youth and Community Learning Head of Connexions and Youth Support Services	- 2 month rolling programme - annually
Annual Self-Assessment Report	Head of Connexions & Youth Support Services	Annually - Cabinet

Performance Indicators:

For 2003-04, the Service has agreed the following Performance Indicators:

- 20% of 13-19 year olds in the Borough to participate in Connexions and Youth Support Service activities;
- 20% of those participating to undertake personal and social development programmes which results in an accredited outcome;
- 70% of 13-19 year olds participating in Connexions and Youth Support Service activities express satisfaction with the Service;
- 20% increase in referrals to Connexions PAs from 2002-3 baseline;
- 10% decrease from 2002 baseline in youth crime in summer period; and
- £120 per head accountable expenditure on 13 to 19 age range in the Borough.

The figures for participation are 5% lower than the DFES standards of youth work provision. This reflects the relatively low starting position for the Service. However, it is anticipated that the target of 25% of 13-19 year olds participation will be achieved in 2004-5.

Good Practice – Case Study 4

Behaviour Improvement Fund – Connexions Plus provided grants to 24 groups across the borough. In turn courses, activities and trips for 16-19 year old were organised. Over 2000 attendances were recorded for this period.

Individual support and guidance sessions were offered by a team of 5 key workers who provided ongoing support after the summer period. This project was part of a crime reduction initiative which saw street crime reduced by 22% during the 2002 summer period.

B. The Local Context and Needs Analysis

The Local Context

The London Borough of Tower Hamlets is a vibrant multi-cultural urban inner city area with a population of 196,121 of which, 40,513 are children and young people aged between 5 and 19. The total population is made up of 55% white, 29% Bangladeshi, 4% Black Caribbean, 3% Black African and 19% other ethnic groups (2001 census). (Figures to be updated in final version).

The Borough faces economic and social factors that present challenges in ensuring the social, economic and educational inclusion of young people. This is illustrated by the fact that 15 of the 17 wards are in the most deprived 5% in the country. LBTH ranks highly in all indices of deprivation and poverty both nationally and in comparison with Inner London.

In recent years, there has been a growing concern over the developing gang culture. Local and national media have highlighted Tower Hamlets as a Borough with major gang related problems.

National statistics indicate that in Tower Hamlets: -

- 1 in 3 homes has no wage earner. 42% suffer income deprivation compared with a national average of 18.7%.
- 1 home in ten is overcrowded – the highest in the whole country.
- 50% of households are council tenants and only 29% owner occupied.
- Half of all homes receive council tax benefit.
- Only 9% of the population are in social classes 1 and 2 compared to 31% nationally.
- Only 11% have higher educational qualifications
- Adults have the lowest levels of literacy and numeracy in the country.
- 62% of children qualify for free schools meals compared with a national average of just 18%.

- Crime (or the fear of crime) is a major concern for residents of LBTH.
- Rates of crime in LBTH are the highest in the country and increased by nearly 3% between April 1999 and March 2001. For this same period there was a reduction nationally of 2%.
- 56% of offenders were in the age group 10 – 24.
- Street crime across LBTH was 50% higher than the average for Greater London in 2002.

Comparative Data Nationally, for Inner London and for LBTH (as percentages)

Health Indicators	National (%)	Inner London (%)	LBTH(%)
Disability	23.1	23.9	24.2
Incapacity Benefit	6.2	6.5	9.2
Attendance Allowance	13.5	12.9	15.9
Mortality (under 75s per 1,000,000)	144.2	155.6	197.6
Housing Benefit	19.0	33.0	45.0
Psychiatric Illness	N/A	15.9	18.1
Drug Dependency	N/A	2.7	3.1
Alcohol Dependency	N/A	4.8	5.4
Employment Deprivation			
Male Unemployed	4.8	9.8	15.8
Female Unemployed	2.0	4.2	6.5
Education Context			
Free School Meals	18.0	42.1	62.0
Ethnic Minority groups	13.0	59.5	76.0
English as additional language	8.0	46.0	64.0
GCSE Achievement 2002			
5+ A – C grades	51.5	48.5	43.6
5+ A – G grades	88.9	89.5	90.7
1+ A – G grades	94.6	95.5	98.1
School Attendance			
2002	91.3	90.7	91.1

Youth Population

LBTH has one of the highest youth populations per capita in the United Kingdom. The total youth population of 13 – 19 year olds is 17,758 of whom 9147 are male and 8611 are female. In November 2002, 522 young people were identified as not in education, employment or training (NEET).

The figures from the 2001 census for youth unemployment were as follows:

16-19 year olds	Male	359
16-19 year olds	Female	323
20-24 year olds	Male	875
20-24 year olds	Female	489

The areas of highest unemployment amongst young people (16-24 year olds) were as follows:

Millwall	168
St. Katherine's	163
Bromley	150
Spitalfields	146
St. Dunstons	140
Limehouse	131

Ethnicity breakdown is currently being prepared.

Crime and Disorder

LBTH has one of the highest rates of crime in the country. Between April 1999 and March 2001 rates of crime in LBTH increased by nearly 3%. This compares to a national reduction of 2%. The most prevalent crimes in LBTH during this period were: -

- Violence against the person 18%
- Vehicle Crimes 23%
- Other theft related offences 18%

Also during this period a total of 29,500 calls for street disorder, noise nuisance and abandoned cars were recorded. 84% of offences were committed by males, with 46% of these being White European. The Asian community accounted for 17% of victims of all crimes whilst African Caribbean communities accounted for 7%. Young people aged between 18 and 24 committed 30% of crimes whilst younger people aged 10 – 17 committed 26%.

Street Crime in LBTH is approximately 50% higher than the London average and accounts for 60% of all crime LBTH. This offence is the cause of most

concern amongst residents and contributes most significantly to residents' fear of crime. Young adults committed the majority of street crime offences and 88% of the perpetrators were male youths. Offenders came from a range of ethnic communities although the Black African/Caribbean and Asian Communities were disproportionately represented. The highest incidence of Street Crime was to be found in the north of the borough in Spitalfields, Weavers, St. Peter's and St. Katherine's.

Needs Analysis

The Connexions and Youth Support Service has undertaken a mapping exercise to identify gaps in youth provision, capacity and accessibility. Using the DfES suggested ratio of 1 youth unit per 1000 population of 13 – 19 year olds, it is considered that the borough has a deficit of 89 units. Details of the number and location of units in each of the 8 LAP areas is given in Section C and Appendix 2.

A key task of the plan, therefore, is to identify new premises for youth provision. As well as the establishment of a One Stop Facility, the service will

Special Educational Needs

3465 secondary aged pupils are on stages 1-5 of the Special Education Needs (SEN) code of practice and an additional 430 are on stages 1-5 in the borough's special schools (all ages). A project to deliver specialised provision in the borough at the Tower Project attracts 613 young people experiencing special needs.

work with partners to develop provision through the Ideas Stores.

Good Practice – Case Study 5

NOF Summer activities for young people attracted 112 participants. A pool of 20 PAs were recruited to offer individual support and guidance. The young people were given access to a range of courses and activities over the summer, as well as a choice of 3 residential trips and a driving course weekend in Stratford-upon-Avon. Young people were tracked and at the end of the project 75% of the cohort progressed to education training or employment.

The data outlined above highlights groups of young people who are a priority for the service to engage, including:

- Young people who live in overcrowded accommodation;
- Young offenders and young people at risk of offending;
- Young people not in education, employment or training;
- Young people with special educational needs;
- Girls and young women; and
- BME young people

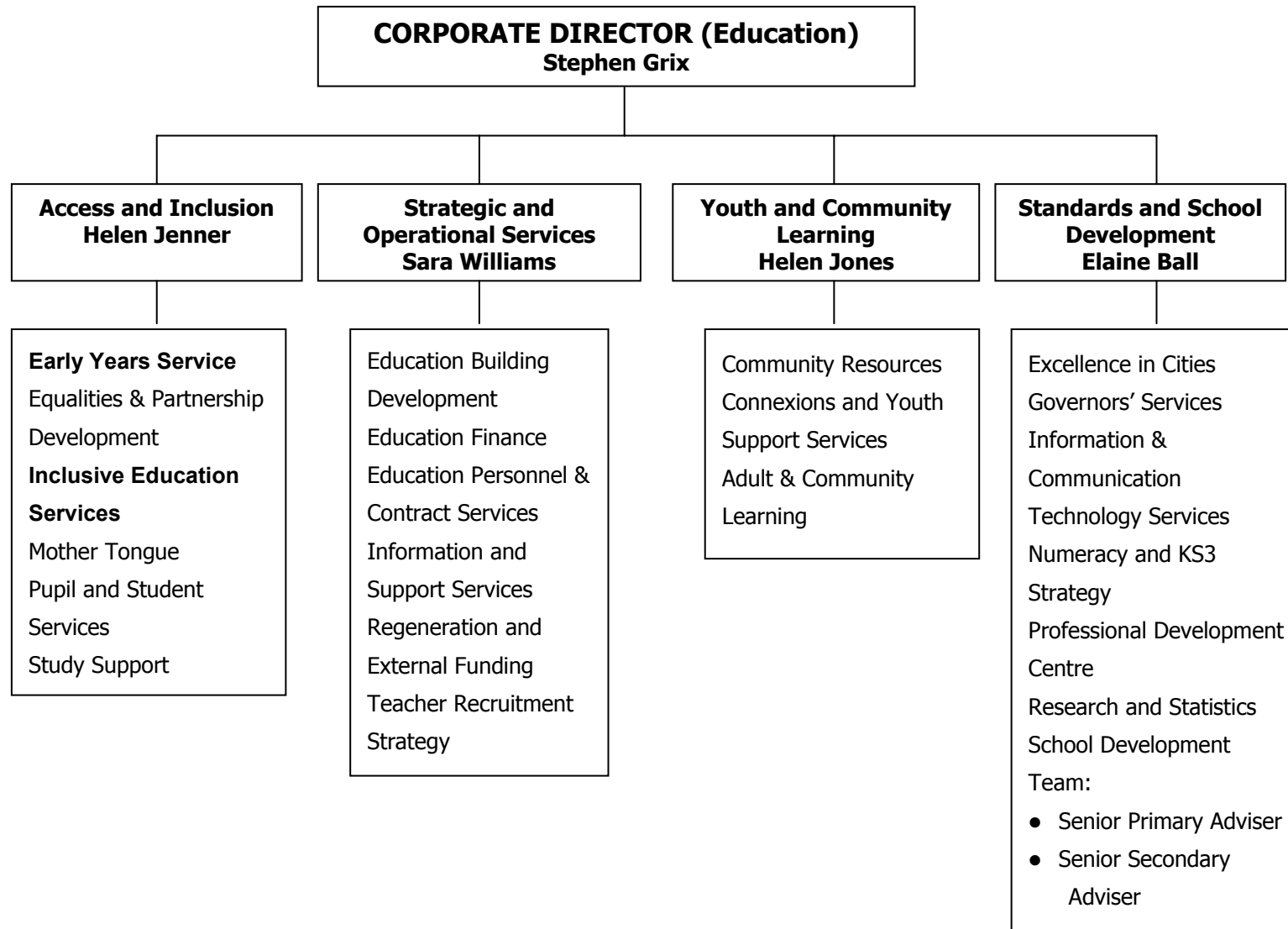
Good Practice – Case Study 6

The Rapid Response Team has initiated and delivered a number of short-term projects in areas where tension and potential social disorder issues have been identified by local agencies and the community.

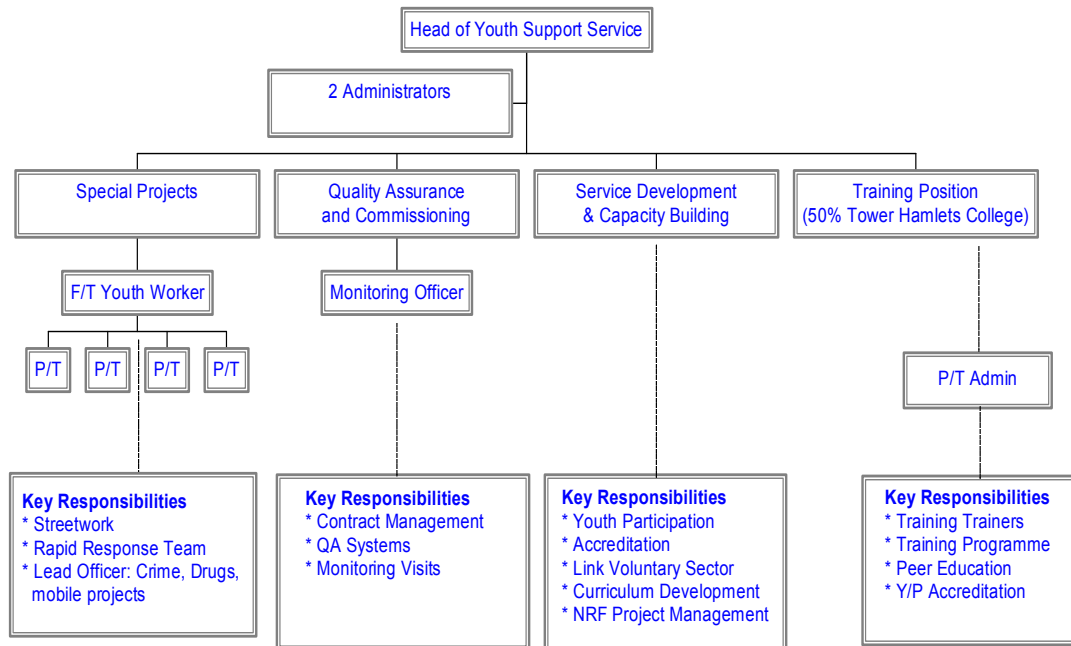
Recently, an incident took place between young people from the Willcrooks estate and Stepney area. Following this incident, team members working on the estate from early afternoon until late in the evening in case of further problems. Through intensive work, the team were able bring together the young people and members of the community. A number of meetings were organised with senior officers from the police, community leaders and representatives of the council. The team worked with Tower Hamlets College, SPLASH and Crossroad Neighbourhood Development to mediate and successfully resolve the conflict. It is through joint working that it has been possible to start up club based activities from Tower Hamlets College for young people on the Willcrooks estate.

C. The Local Youth Service

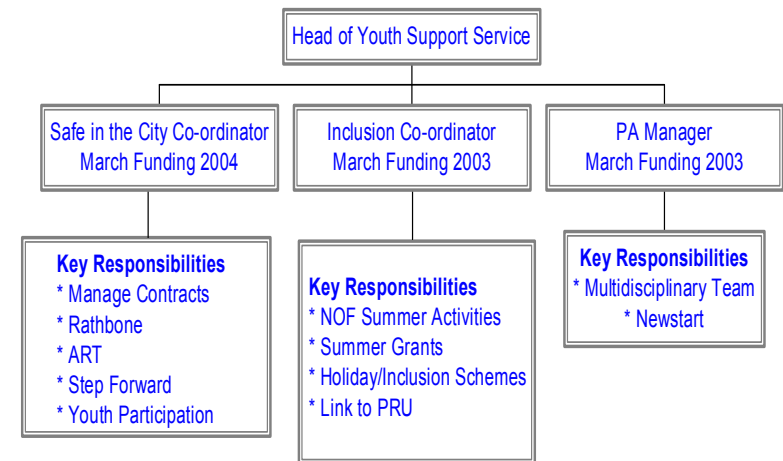
Organisational Details - Education Directorate



The Connexions and Youth Service is part of the Youth and Community Learning Service area. The Service Head reports directly to the Corporate Director (Education), thus ensuring clear lines of accountability. The structure also allows close working with the Connexions Area Manager.



Additional Staff through short term Funding



At a corporate level the Connexions and Youth Support Service contributes to the work of the Tower Hamlets Partnership. The partnership brings together key stakeholders – residents, the Council, the police, the Health Service, public services, voluntary and community groups, faith communities and businesses.

In particular, it gives residents a much stronger say in the way that services are provided. There are three strands to the partnership, which are outlined in Appendix 3:

- There are eight Local Area Partnerships

providing the formal structure through which residents will be involved in their locality;

- There is a Community Plan Action Group for each of the key themes of the Community Plan; and
- There is a Partnership Management Group that has responsibility for developing the overall strategy and ensuring that plans are delivered effectively and efficiently.

Youth Service Structure

Following the Best Value Review in 2001 the Council reorganised and moved to a commissioning process for the Youth Service. A small strategic Core Team remained employed by the Council.

The Connexions and Youth Support Service Core Team retains a strategic overview of youth provision

in the Borough and is instrumental in developing the Connexions Service locally. The Core Team monitors the quality of provision across the Borough. In addition, it is currently developing a curriculum framework and leads on equality issues. The team facilitates partnerships, networking and project work between voluntary and statutory services. The Core

Team includes as part of its structure the Rapid Response Team which leads on crime prevention, detached youth work and mobile youth projects. The Rapid Response Team has a cohesive and co-ordinated approach to working with young people at risk and manages several social inclusion programmes. The Core Team is at the centre of identifying need and monitoring the impact of service delivery on young people in LBTH.

The local providers manage day-to-day youth provision for 13-19 year olds within LBTH. There are a total of three main contract providers managing a

range of projects. Four specialist areas of work have also been commissioned: -

- ICT
- Special Educational Needs
- Arts
- Outdoor Education

There are meetings with local providers on a monthly basis in addition to a series of themed meetings in relation to Neighbourhood Renewal, youth participation and curriculum development.

The Youth Work Curriculum

The Core Team, in partnership with local providers and key stakeholders, is developing a Youth Work Curriculum for 13 to 19 year olds. The document has six main themes of: Personal and Social Education; Recreation; Community; Global/Environmental Education; Information Technology and Training.

A Curriculum Focus Group including local providers

and representatives of the voluntary sector has been established to develop a curriculum policy.

The Curriculum document has three main elements: content, pedagogy and assessment. The document will be disseminated through a series of training events for practitioners.

Pattern of Youth Service Delivery

Following the commissioning process, local provision is now managed by the local providers and monitored by the Quality Assurance and Commissioning Manager. The local providers are required to submit programmes of their work on a regular basis.

The projects listed below offer a wide range of opportunities for young people. The pattern of work is both diverse and specialist:

- ❖ School based projects
- ❖ Drugs Education and Prevention Projects
- ❖ Women's only projects
- ❖ Somali Youth Projects
- ❖ Outdoor Education
- ❖ Disabilities Project
- ❖ Creative Arts
- ❖ Chinese Association
- ❖ Streetwork/Rapid Response Team
- ❖ Detached/Street Youth Project
- ❖ Mobile Youth Provision
- ❖ Multi-Agency Project (MAP)
- ❖ Youth Exchanges

The outlets for this work are schools, community centres, tenants halls, churches, purpose built youth clubs and community halls.

Good Practice – Case Study 7

The Crazy Talent Drama Group is a group of 20 young people aged between 13 – 19 who meet weekly for drama activities. The group comprises of young people from all areas in the borough. Many of the group members have participated for three years, and through working with drama on a number of projects have raised their self-esteem and aspirations of continuing in education. Thirteen members of the group attended a weekend run by RADA to coach them on how to apply for drama school.

The group's most recent production, 'Romeo & Juliet in Tower Hamlets' was based on the Shakespearean play. The group watched a film of the play, and decided which themes resonated for them. Subsequently, they selected the theme of gangs and devised a piece combining their own experience and text that they selected from Shakespeare. The group rehearsed the play organised the set, promoted their show and designed the catering for a fundraising event. 'Crazy Talent' also plans to take the play around other youth clubs to raise funds for future projects and to encourage other local young people to discuss the impact of gang violence.

The Service has attracted additional funding for targeted pieces of work to increase access and inclusion. Examples include: -

Streetwork/Rapid Response Team – The Streetwork/Rapid Response Team was established during May 1999 as youth group conflicts and gang fighting escalated in the Borough. Its main function is to respond to emergency situations such as youth disorder, gang fights and youth disturbance. The primary aim is early intervention, mediation between conflicting youths and supporting the police to restore calm and order within the community. The Rapid Response Team has been very successful in initiating a number of peer education and mediation training programmes for young people e.g. the peer education programme in partnership with YOT; the RESOLVE project and the Tower Hamlets Mediation Service. The Rapid Response Team works very closely with the Police, London Fire Brigade, secondary schools, community groups and other organisations to reduce and tackle youth disorder and gang fights in the borough.

Detached & Street Youth Work - Through the Rapid Response work it became evident that high

quality detached and street youth work was needed. A large number of young people do not attend youth clubs or projects and spend their spare time on the street and housing estates. These young people have become disaffected and/or at risk of becoming involved in anti-social activities and petty crimes. A borough-wide Detached and Street Youth Work programme is being developed to meet the young on their own territory and engage them in diversionary activities.

Mobile Youth Provision (MYP) - The Mobile Youth Provision is an exciting new initiative for the London Borough of Tower Hamlets. Funding has been secured from the Neighbourhood Renewal Fund to purchase Mobile Youth Vehicles to support community cohesion and reduce anti-social behaviour in identified 'hotspots' in the Borough. The Mobile Youth Vehicles will be deployed within housing estates where there are no physical base facilities. Mobile Youth Vehicles will provide a local presence, engaging young people and local residents and providing access to information about facilities for young people within the borough, including employment pathways and skills training.

Crime Strategy & Community Safety - As part of the council's crime reduction strategy a mobile unit will be launched to work with young people within housing estates. The work will be carried out in partnership with Tower Hamlets Youth Offending Team and the Anti-Social Behaviour Control Unit, the Metropolitan Police, contracted providers and voluntary agencies.

Behaviour Improvement Programme (BIP) – The BIP engages young people aged 16-19 years who are identified as being at risk of or involved in crime into a programme of constructive activities and courses over the summer break and to develop positive exit strategies at the end of the programme, for example access into education, training or employment.

New Opportunities Fund – NOF targets young people of school leaving age to participate in a summer programme with a view to engaging them into education, training or employment in September with Connexions as a key partner.

New Start – New Start focuses on work with disaffected young people (16-19) through the support of personal advisers, engaging young people into education training or employment.

Girls Work – This initiative raises the profile of work with girls and young women by increasing targeted provision.

Information Communication & Technology – Millennium Advanced Technology Training (MATT) delivers a wide range of training programmes, especially for the unemployed and the underemployed from the communities. The training programmes are specifically designed to increase the employability skills and thereby achieving sustainable development in the locality.

Summer Holiday Provision – The Connexions and Youth Support Service operates grant allocations for summer projects. The funding has been applied for by both statutory and voluntary organisations. In 2002, Connexions and Splash funding meant that

more programmes could be offered to young people who were socially excluded or at risk. This process of grant making is currently under review in consultation with all groups who have applied for and received funding.

Prevention of Youth Homelessness (Spectrum)

– This offers early intervention to prevent youth homelessness and provide family support. Working with Safe in The City, a pan London Charity, the Connexions and Youth Support Service co-ordinates the multi-disciplinary delivery of a programme designed to identify young people at risk of becoming homeless and provide an integrated,

seamless service. The service is working with the Housing Directorate on the Homelessness Strategy.

Transitional Work (Junior/Senior) – The separation of the Children’s Service from the Youth Service in April 2002 was a significant move for the Council. This enabled the Connexions and Youth Support Service to focus its resources on the 13-19 year old age range. Links, however, are maintained and information shared between the two services.

Plans are also being prepared for the development of “transition” clubs to fill an identified gap in provision for 11 – 13 year olds.

Good Practice – Case Study 8

Spectrum works with fifty-five young people who have been identified as being at risk of becoming homeless. This scheme focuses on early intervention and prevention and aims to pick up young people before they reach crisis point. The service offers a multi-disciplinary approach to intervention with a package of support for each young person based on his or her need. Spectrum offers a combination of skills training, family intervention, personal development, advice and counselling. At the point of referral an integrated programme plan is agreed, as is who will oversee their care plan. Throughout their time with Spectrum, a young person usually accesses a range of support, and the key worker will ensure that this happens at their own pace.

Connexions

The Local Connexions Manager is located within the LBTH Connexions and Youth Support Service Team, taking part in team briefings and training. The Connexions and Youth Support Service is represented on the Local Management Group (LMG), which is chaired by the Service Head for Youth and Community Learning.

The Connexions Service in LBTH is delivered via a range of services, organisations and agencies, primarily in four ways:

- Delivery of the universal service through the Careers Company under contract to London East Connexions Partnership (LECP). The Connexions Personal Advisors (PAs) will focus on employment, training, careers advice and guidance.
- Delivery of the Connexions targeted Service through a multi disciplinary team of Connexions employed specialist Personal Advisors working directly with young people. These advisers provide direct services to young people through a range of access points located around the

borough as well as via a dedicated phone line service.

- The Leaving Care Team also has a specialist team of multi-disciplinary advisers dealing solely with young people leaving care under the provisions of the Children (Leaving Care) Act 2000. They provide a dedicated service for a particular group of young people, some of whom will be at risk.
- Delivery of Connexions targeted service through staff in other services, agencies and organisations. There are specific expectations placed on the Youth Service, the Education Social Welfare Service and the YOT teams, and these are negotiated via a series of partnership agreements clearly outlining roles and responsibilities as well as referral arrangements and information sharing protocols.

The Voluntary Sector – There is a significant capacity, demand and skills within the voluntary sector to provide services for young people. This is recognised in the Council's Third Sector Strategy and the Youth Service Plan. The restructuring and Best

Value Review has brought many cultural changes and opportunities. These opportunities have meant working much more closely with the Community Organisation's Forum, the umbrella organisation for the voluntary sector in the Borough. The Local Authority funds the voluntary sector through a mainstream grant process and also via summer grants funding (see above). The strategy for new work with the voluntary sector is to undertake joint work to develop services and develop capacity highlighting good practice. The Connexions and Youth Support Service is currently sharing information at the Voluntary Sector Children's and Youth Forum (VSCYF), which was set up by the Community Organisation's Forum.

The Curriculum Development Policy was written in conjunction with a number of providers including ongoing consultation with the voluntary sector via the Community Organisation's Forum.

Future work with the Voluntary Sector will involve identifying gaps in provision, sharing information to

improve access, inclusion and developing jointly high quality services.

Our aim will be to present a united front of voluntary and statutory services meeting the ever-changing demands of young people in LBTH.

Other strategic partnerships - The Connexions and Youth Support Service has developed strong links with a number of organisations, including the Primary Care Trust, Tower Hamlets College, Social Services and the Police. The Service contributes to a range of partnerships, such as the Local Area Partnerships, Crime and Disorder Partnership, Drugs and Alcohol Partnership, Ward co-ordination committees, the Local Strategic Partnership, Lifelong Learning Partnership, Connexions Partnership and Children's Fund Partnership.

The Local Strategic Partnership is key to the local democratic processes in the Borough. The Service is represented via the Corporate Director (Education) and two young people are members.

Consultation on the Plan

The Youth Service Plan has been developed in consultation with a large number of stakeholders. The timetable for consultation is shown below:

	January 03	February 03	March 03
Elected Members			Final Report – Cabinet
Connexions LMG		Draft Report	
Connexions Local Manager	Draft Report for Comment		
Contract Providers	Draft Report for Comment		
Voluntary Sector/COF	Draft Report for Comment		
GOL	Draft Report		Final Report
Young People		Draft Report	
Secondary School Heads		Draft Report	
Futures Connexions		Draft Report	

A Youth Service Annual Report will be drafted in May and published July 2003. There will be a review of the plan in November 2003, with the revised plan and action plan for 2004/5 ready for consultation January 2004.

Action plan 2003/04

See Appendix 1.

Budget

The overall Youth Service budget (2002/3) is currently in the region of £2.8 million. Over two thirds of this has been commissioned over to new service providers as part of the local authority's Third Sector Strategy and in response to the Best Value Review. In the National Youth Agency (NYA) benchmarking information for 2000 –01 this figure put Tower Hamlets in the top quartile of the highest spending authorities. Historically the Youth Service in LBTH has been well funded with over 80% of provision being delivered directly through the Voluntary Sector. This factor was identified in the Best Value Review and a major driver in the commissioning of services.

The issue of external funding is also an area highlighted in the Best Value Review. There are currently in excess of 25 assorted funding streams targeted at young people in LBTH. The assessment

of the impact and delivery of these programmes will be part of an ongoing mapping and consultation exercise in the Borough.

The average contract sum for the 8 area contracts are in the region of £200K. It is expected that the contracted providers will enhance the contract sum. Already HARCA (SRB6) and Youth Action UK (Development Funding) have brought in significant additional leverage to the overall contract size. There has also been NRF, GOL, Transforming Youth Work, NOF Summer Activities, Behaviour Improvement Programme, Community Safety and Growth Bid funds from LBTH which have increased the overall budget figure.

The tables over page identify income and expenditure streams.

Income 2001/2

FUNDING SOURCE	AMOUNT
MAINSTREAM FUNDING <ul style="list-style-type: none"> • Expenditure on Education (Revenue Out turn) • Standard Spending Assessment (Youth and Community Learning Figure) • Direct Expenditure on Youth Service 	202,954,000 4,056,000 2,697,000
FROM OTHER AREA BASED SOURCES <ul style="list-style-type: none"> • Single Regeneration Budget (SRB) 	7,000
FROM GOVERNMENT NATIONAL PROGRAMMES <ul style="list-style-type: none"> • New Start • Connexions • New Opportunities Fund (NOF) 	1,747 13,520 <u>26,167</u> Total <u>39,687</u>
FROM OTHER NATIONAL, INTERNATIONAL AND OTHER SOURCES <ul style="list-style-type: none"> • Standards Fund – Youth Element • Youth Justice Board 	5,198 <u>14,000</u> Total <u>19,198</u>
INCOME AND ANY OTHER SOURCE NOT MENTIONED ABOVE <ul style="list-style-type: none"> • Kids Club Network • Tower Project • Home Office (Streetwork/Rapid Response) • St Katherine's Trust • Bangladeshi Youth Movement • Miscellaneous Income • Federation of London Youth Clubs • Miscellaneous 	75,000 24,568 32,000 7,249 5,000 4,557 1,360 1,607

<ul style="list-style-type: none"> • Tuition Fees • Home Office (Dependency) • Home Office (Crime Reduction in Schools) 	<p>3,176 4,547 373,250</p>
<ul style="list-style-type: none"> • Income • Other Funding – (Local Authority Departments other than Education) 	<p>154,517 220,402</p>
WORKING WITH THE VOLUNTARY YOUTH SECTOR <ul style="list-style-type: none"> • Grant Aid 	<p>243,825</p>

Expenditure

Staffing

TYPE OF STAFF	NUMBERS
Management Staff (FTE)	6
Volunteers (Nos.)	40
Paid delivery staff (FT)	22
Paid delivery staff PT (Nos.)	116
Admin/ Support staff (FTE)	4
Paid delivery staff PT (FTE)	26
Admin/Support staff - FTE	2

Spending on Staff

Expenditure on employees (including NI and superann.)	1,983,909
Amount spent on training paid FT staff	£7,000
Total spending on In-service training	£500

Youth Population

YOUTH POPULATION 11 - 25 inclusive	37,960
YOUTH POPULATION 13 – 19 inclusive	17,758
ATTENDANCES	
Number of attendances by 13 – 19s in year	163,139
Number of attendances by 8 – 12s in year	45,699
Number of attendances by over 20s in year	20,176

Provision

The Connexions and Youth Support Service contracts to three main providers. There are a total of 45 outlets divided between the local providers as shown in Appendix 2.

Buildings and Premises Issues

The London Borough of Tower Hamlets is constantly reviewing and developing strategies to respond to the issue of space and premises. A recent mapping exercise has identified the 400+ youth groups in existence in the borough but with only 5 youth facilities being handed over with contracts it is evident that there is insufficient suitable purpose built facilities available young people. The National Youth Charter commits to young people having

entitlement and access to high quality facilities within a mile from their homes. Whilst there is a wide range of buildings available to young people through the voluntary sector, the review of LAP area resources is highlighting the uneven distribution.

There are a number of projects, which are being developed to increase access for young people in the borough. There are ongoing discussions regarding Ideas Stores and facilities available to young people. The development of access and information points for Connexions will lead to the new One Stop Shop in Mile End Park and access points in numerous partner organisations. The Ocean NDC is considering opening a shop in the Stepney area. Neighbourhood Renewal Funding has also contributed towards the new Attlee Centre project. This will provide a new

purpose built facility in the west of the borough. The Osmani Centre is also being redeveloped to create a new modern youth facility.

An ongoing priority for contract providers and partners is to improve premises and facilities for young people.

Marketing and Promotion

It is intended to establish a marketing strategy to co-ordinate effective communication links for all partners in order to reach maximum numbers of young people. The profile of the Service will be increased to a level where there are regular features and articles in local as well as community publications.

The Connexions and Youth Support Service co-ordinated the production of the first detailed brochure of summer provision across the Borough. This listed in LAP areas all provision on offer to young people aged 11+. The brochure was well received by young people and providers alike. The Service is aiming to build on this success, producing a similar brochure annually, to ensure that summer youth provision is well publicised to the local community.

An annual event will be held to celebrate young people in Tower Hamlets. This will be an opportunity for young people and the local community to share a positive experience of talent and achievement reflecting the enormous potential young people have, and high standards reached when given support and encouragement. This event will be used as the start of the annual survey for young people who use the service. It will also provide an opportunity for those who do not use the service to communicate their views. This information will be analysed and incorporated within the planning process for the following year. The Service will raise its profile by active participation and significant contribution to local community events including festivals, national and international awareness events throughout the year.

The development of an Information and Research Unit will provide residents, officers and staff with

access to up-to-date information. In addition, the development of the Connexions and Youth Support Service website will provide links to other sites to

supply information to young people, parents and professionals.

Good Practice – Case Study 9

Splash (South Poplar & Limehouse Action for Secure Housing) based in the Blackwall area ran an exciting and innovative summer programme in 2002. The 'Behaviour Improvement Fund' for Splash and for St Andrew's Wharf enabled over 100 young people from the Blackwall and the Isle of Dogs to receive additional summer activities.

The BIP Programme enabled Splash and St Andrew's Wharf Youth to:

- Provide a dedicated evening holiday programme with additional hours and activities;
- Development of a street based and outreach programme with the intention of reaching socially excluded and non-affiliated young people;
- Provide additional girls and young women's workers to increase participation levels;
- Develop a cross-area sports competition format that directly addressed territorial and parochial issues, which manifest into conflict situations; and
- The staging of cultural celebration events ranging from music, food, and sports.

D. Involving Young People

The Neighbourhood Renewal Fund has enabled the Service to develop a series of consultation and mapping exercises, as well as website development, to increase the involvement of young people across the Borough.

Youth participation encompasses many key themes, including consultation with young people about provision in their local area; engagement and participation in existing provision; and youth democracy. Local democratic structures in Tower Hamlets are keen to encourage young people to engage and participate; Local Area Partnership's (LAP), Best Value reviews, Connexions and Strategic Partnership committees have all identified the need to include young people in their decision-making.

Consequently, youth participation has many strands in Tower Hamlets. On a micro level, young people are encouraged to influence local statutory and voluntary provision through club-based structures. Many schools are setting up student councils as part

of the focus on citizenship for 11 – 16 year olds and strategically the Connexions and Youth Support Service is developing its youth participation strategy in partnership with key stakeholders.

As part of the youth participation strategy, the Service is leading on the development of borough wide initiatives to develop a youth website and a structure for youth democracy. The Service is also holding a series of events to engage young people in the youth democracy agenda. A pilot scheme to train young people to take part in LAPs and a consultation exercise for young women about youth provision available to them in LBTH have been commissioned.

Over the following year the Connexions and Youth Support Service will be working with key strategic partners to focus on events to raise the agenda of youth democracy in the borough. A steering group of local providers, key voluntary sector agencies (Tower Hamlets Summer University, Docklands

Outreach, NSPCC and Davenant Centre) and other statutory bodies (Tower Hamlets College, Connexions and Sure Start) has been established. This group is organising a series of events that will provide a forum to consult with young people on their views about democracy. It will bring together all key stakeholders working with young people in the Borough to raise the profile of the participation

agenda. The first of these events was a seminar that took place on the 18th December 2002. A Youth Conference will be held in March 2003. The latter event will launch the Youth Participation Strategy. The outcome of this event will be the development of a Youth Charter in partnership with London East Connexions Partnership.

Good Practice – Case Study 10

Operation “Fireballs” was a joint project between the Rapid Response Team and the London Fire Brigade. It responded to a series of incidents between young people and the London Fire Brigade.

A twelve week programme was developed in consultation with young people to seek to resolve the problem. The aim was to create a better understanding, respect and tolerance from both parties.

This has led to the development of the more intensive LIFE programme which is a personal development course for young people and is seeking to increase the recruitment of Bangladeshi fire fighters.

E. Equality and Diversity

The Council's vision as articulated in the Community Plan is to improve the quality of life of everyone living and working in Tower Hamlets. This entails helping to create a thriving community in which people feel at ease with one another, have good health and employment opportunities, experience a higher standard of living, and enjoy a safe environment together with a wide range of cultural and leisure opportunities. Tackling inequalities in Tower Hamlets, promoting social cohesion and inclusion in the borough requires focused action and delivery and setting priorities that reflect real need on the ground.

The Connexions and Youth Support Service is committed to ensuring that all young people have

equality of access, value and outcome and aims to promote community cohesion.

The Service Development and Capacity Building Officer, within the core team, has lead responsibility for equalities and diversity, including membership of the Education Departments Equalities steering group that addresses the responsibilities of local government to adhere to central government policies on equalities and diversity.

The Equal Opportunities Policy is currently being updated in order to develop a more comprehensive equality policy. The following audits/consultation and training exercises have been undertaken and attended in 2003-4.

Audit/Consultation/Training Exercises
Audit of the service against CRE Standards
Race Equality Impact Assessment Training undertaken by core team
Consultation on Connexions and Youth Support Service Monitoring of Equal Opportunities
Mapping provision for young people
Guidelines for Dealing with Racist Incidents

The Connexions and Youth Support Service has developed a document that gives guidelines for staff on dealing with racist incidents. This is in response to the Lawrence Enquiry and the Race Equality Scheme. A number of key staff have attended race equality training and the Service is developing an impact assessment procedure for monitoring services.

Youth Action UK has been awarded a contract to develop the quality and range of provision for young people experiencing additional and special needs who live or who are educated in the London Borough of Tower Hamlets. It is a requirement of the Council that the outcome of this contract is to improve access and integration for young people wherever possible, whilst recognising that there may need to be provision for specialist opportunities and facilities for particular groups and individuals. To date, a

consultant has been engaged to map the existing provision in Tower Hamlets for young people with additional and special needs aged 13-25. This will enable Youth Action UK, in consultation with the Council to make a judgement on the most effective way to deliver services to young people with special and additional needs for the next five years.

A comprehensive report detailing the findings of this research will be completed by 31st March 2003. A manager has been recruited to take forward the recommendations. The manager will be required to ensure that the organisation complies with its responsibilities emanating from the Disability Discrimination Act. The manager will also have responsibility for monitoring services through service level agreements through independent providers.

F. Quality and Staff Development

The Connexions and Youth Support Service is committed to providing high quality services that give value for money.

Service delivery is continuously reviewed to ensure the needs of young people are met. The Service is striving to make continuous improvements in the following areas:

- LAP wide service plans to be developed against the LBTH Youth Service Plan 2003-04;
- Unit plans and programme developed and monitored at provider level;
- Targets agreed with contract providers in line with LBTH Youth Service Plan 2003-04;
- Management Information System developed across all contract providers; and
- Quality assurance system, including observation and inspection to be established.

Staff Development and Training

Structured training and development at all levels within the Service is essential for the efficient and effective running of the Connexions and Youth

Support Service. The Education Directorate has achieved IiP status and has a Performance Management System in place.

In order to ensure that staff training and Performance Management improve service delivery, the Connexions and Youth Support Service is working in partnership with the youth service providers and the Youth Work Training Forum to develop agreed standards.

The Youth Work Training Forum is a strategic group that aims to identify youth work training needs in the Borough and subsequently agree action to meet skills and knowledge gaps. It is intended that a strategy for professional development is developed that incorporates the voluntary as well as public and private sectors:

A jointly funded training officer is employed through Tower Hamlets College to oversee this process. A training ladder is being developed to provide professional development opportunities for young people to senior managers.

Appendix 1

Youth Service Action Plan 2003-04

Strategic Priority 1

To Provide Strategic Leadership to Ensure Quality Services for Young People

Objectives	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop and implement a Quality Assurance System to include: <ul style="list-style-type: none"> • Self-assessment • Inspection • Monitoring and Evaluation 	i. Undertake self-assessment of the Service. ii. Undertake an external review. iii. Undertake internal inspections of Contract Providers.	i. March 2003 – Steve Sipple ii. April 2003 – Helen Jones iii. March 2003 – Fazlul Haque	Contract Providers Young People LBTH YSS Core Team Voluntary Sector	i. 50% of units inspected as satisfactory or better. ii. 12 internal unit inspections undertaken.
Develop and implement unit and LAP plans.	i. Complete second mapping phase. ii. Work with units and Contract Providers to develop and implement unit and LAP plans. For youth service delivery.	i. February 2003 – Gill Manton ii. September 2003 – Fazlul Haque and Jobrul Islam	Contract Providers Young People LAP Steering Groups	i. 100% compliance units ii. 8 Lap plans produced.

Objectives	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Agree and monitor targets with Contract Providers in line with LBTH Youth Service Plan.	<ul style="list-style-type: none"> i. Negotiate qualitative and quantitative targets with all Contract Providers. ii. Undertake monthly monitoring. 	<ul style="list-style-type: none"> i. April 2003 – Fazlul Haque ii. March 2004 – Fazlul Haque 	Contract Providers	<ul style="list-style-type: none"> i. Improvement from baseline for each Contract Provider. ii. 20% of 13 – 19 year olds to participate in Youth Service activities.
Develop with partners new and improved buildings and facilities and opportunities for young people.	<ul style="list-style-type: none"> i. Use mapping information to identify areas of need/gaps. 	<ul style="list-style-type: none"> i. March 2004 – Steve Sipple 	Contract Providers Voluntary Sector Attlee Foundation Ocean NDC Mile End Park Bow Peoples Trust Ideas Stores	<ul style="list-style-type: none"> i. 3 new youth facilities available to young people.
Co-ordinate the delivery of summer and holiday youth provision	<ul style="list-style-type: none"> i. Summer Grants ii. NOF School Leavers iii. Splash iv. Specialist Programmers (BIP) v. Co-ordination information 	<ul style="list-style-type: none"> i. Sept '03 Janet Hall ii. Oct '03 Amanda Graham iii. Oct '03 Mohammed Shahazan iv. Mar '04 Amanda Graham v. Mar '04 Savina Chinasamy-King 	YOT Contract Providers Connexions Children's' Fund Youth Justice Board	<ul style="list-style-type: none"> i. 30 Summer Projects funded. ii. 100 young people undertake activities/ programmes. iii. 6 Splash programme delivered. iii. 10 programmes

Objectives	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
				delivered iv. Positive activities programme delivered v. Brochure produced

Strategic Priority 2

To Develop the Connexions Service to Provide Advice, Support and Guidance to Young People and to Ensure that all 13-19 year olds are Aware of the Connexions Service

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop and implement an effective marketing strategy for Connexions and Youth Support Service.	<ul style="list-style-type: none"> i. Agree Marketing Strategy to raise the profile of young people and of the Connexions and Youth Services. ii. Produce promotional literature on the service. 	<ul style="list-style-type: none"> i. June 2003 – Shenaz Hayatoolah ii. June 2003 - Savina Chinasamy-King 	Contract Providers Voluntary and Community Sector City and Tower Hamlets LMG Schools and Colleges London East Connexions Partnership	<ul style="list-style-type: none"> i. Referrals increased by 20% to Connexions PAs. ii. Production of Annual Report and promotional literature.
Develop a Connexions and Youth Support Service website with links to other appropriate sites of interest to young people and careers/parents and partners.	Develop high quality interactive website following consultation with young people and partners.	September 2003 – Gill Manton	Contract Providers Voluntary and Community Sector City and Tower Hamlets LMG London East Connexions Partnership	20% of 13 -19 cohort access website in first year. 8 Access Points installed.

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Establish a One Stop Shop to provide high quality information for young people and agencies/professionals	Complete refurbishment of premises and launch facility.	June 2003 – Shenaz Hayatoolah, Steve Sipple	Mile End Park LECP Young People	200 referrals by March 2004. 1000 attendances by March 2004.

Strategic Priority 3

To Work with Partners to Reduce Crime

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Establish information and communication systems to enable partners to respond to teenage criminal activity.	(i) Re-establish Interagency Forum and email contact group. (ii) Attendance at key meetings e.g.: CPAG's, YOT, DAT and Community Safety.	May 2003 – Badrul Hussain	LBTH YSS Core Team Tower Hamlets College Contract Providers Vol. Sector YDT Police Housing Community Safety Ideas Stores Arts and Events	i. Bimonthly Interagency Forums established i. Themed event/ conference organised i. Email group – 100 inputs ii. Key partners reporting improved level of information – 85% reported improvement
Develop work of Rapid Response Team to respond to incidents and long term needs of the community.	Develop team and system to enable response and street work to be delivered.	March 2004 – Badrul Hussain	LBTH YSS Core Team Contract Providers Local Clivs LAP's Police	24 Lap/Estate Projects proactive project 40 callout reactive projects
Contribute toward LBTH community cohesion agenda.	Develop work of the Resolve Project.	August 2003 – Badrul Hussain	LBTH YSS Core Team Tower Hamlets Mediation Project	16 Youth Advocates successfully trained in non violent conflict resolution

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop the usage of mobile youth provision in the borough.	Launch vehicles and implement programme of use	May 2003 – Badrul Hussain	LBTH YSS Core Team Contract Providers Metropolitan Police	10 estate programmes delivered 300 sessions delivered 5000 young people attending project

Strategic Priority 4

To Involve Young People in Making Decisions Affecting the Strategy and Delivery of the Service

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop a borough-wide youth participation and democracy strategy.	<ul style="list-style-type: none"> i. Organise a conference to consult young people and raise awareness of Youth Democracy. ii. In consultation with young people and key stakeholders, develop a Youth Participation Strategy based on the LAP areas. iii. Develop a Youth Charter in consultation with young people. iv. Ensure appropriate funding and staffing to implement strategy. 	<ul style="list-style-type: none"> i. March 2003 – Becky Hall ii. May 2003 – Becky Hall iii. August 2003 – Becky Hall iv. May 2003 – Steve Sipple 	<ul style="list-style-type: none"> Contract Providers Tower Hamlets College Docklands Outreach NSPCC London East Connexions Partnership Young People LAP Steering Groups Council Members 	Participation Strategy and Youth Charter agreed and launched. 600 young people participating in democratic processes (including launch events).

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop a more responsive and attractive youth provision that better meets the needs of young people.	<ul style="list-style-type: none"> i. Complete audit of provision to identify gaps and duplication. ii. Consult with young people and key stakeholders on changes to delivery. iii. Develop strategy to increase the involvement of young people in the delivery of services. 	<ul style="list-style-type: none"> i. September 2003 – Gill Manton ii. September 2003 – Gill Manton iii. September 2003 – Gill Manton 	Contract Providers Young People London East Connexions Partnership LBTH YSS Core Team Voluntary Sector Ideas Stores Arts and Events	70% of participants report satisfaction with the service.

Strategic Priority 5

To Develop Access and Inclusion Strategies To Increase Usage and Take Up of Provision

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop mechanisms and guidance for responding to discrimination and harassment	<ul style="list-style-type: none"> i. Establish procedures for dealing with anti-discriminatory practice and develop training programme. ii. Develop specialist projects on community cohesion and cross-cultural contact. 	<ul style="list-style-type: none"> March 2004 Gill Manton 	<ul style="list-style-type: none"> LBTH YSS Contract Providers Primary Care Trust Voluntary Sector DAT Arts and Events 	<ul style="list-style-type: none"> i. Systems established to monitor incidents and disruption and harassment. ii. 10 projects completed.
Develop, promote and respond to the Disability Discrimination Act (DDA).	<ul style="list-style-type: none"> i. Equip and train all staff on Disability Awareness to enable them to adopt the social model. ii. Undertake access survey and write action plan. iii. Ensure that 	<ul style="list-style-type: none"> i. September 2003 – Anam Hoque ii. March 2003 – Youth Action UK iii. March 2004 – Youth Action UK 	<ul style="list-style-type: none"> Contract Providers YSS Core Team 	<ul style="list-style-type: none"> i. 2 Training Courses organised on DDA ii. Clear Action Plan iii. 10% increase in young people taking up specialised provision.

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
	disabled young people have access to provision. iv. Secure DDA funding to implement action plan.	iv. April 2004 – Steve Sipple		iv. Secure and deploy SENDA allocation of 30K.
Increase the participation of girls and young women in youth activities.	i. Develop borough-wide programmes in conjunction with internal and external partners. ii. Review base line statistic in service take up.	i. September 2003 – Gill Manton ii. March 2004 – Gill Manton	NSPCC Contract Providers YSS Core Team Voluntary Sector Young people Arts and Events	i. 8 Girls work projects established. ii. Complete report on take up of provision by girls.
Reduce youth homelessness by working strategically with other agencies.	i. Raise the profile of Spectrum's work. ii. Work with key partners to provide a seamless service to young people at risk of becoming homeless. iii. Work with other directorates to identify need and integrate provision.	(i) April 2004 – Becky Hall (ii) April 2004 – Becky Hall (iii) April 2004 - Becky Hall, Steve Sipple	Spectrum Homeless Persons Unit Social Services Tower Hamlets Homelessness Forum Drapers City Foyer YOT PRU Connexions	i. Inclusion of spectrum in key strategy documents involving homelessness. ii. Referrals received from 15 key agencies.

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
				iii. 50 young people engaged in work annually.
Develop work with Early Year Service targeting 11-13 year olds to provide transitional programmes.	Identify pilot programmes targeting area needs.	March 2004 – Gill Manton March 2004 – Gill Manton	LBTH YSS LBTH EY Department Contract Providers Arts and Events	4 programmes set up established and implemented, involving young people.

Strategic Priority 6

To Develop a Clear and Effective Curriculum Which Profiles the Achievements of Young People

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop and implement a borough wide Curriculum Policy.	<ul style="list-style-type: none"> i. Ensure agreement to curriculum policy by contract providers. ii. Ensure all staff receive training and implement policy. iii. Establish monitoring of policy as part of QA process. 	April 2003 – Gill Manton	<ul style="list-style-type: none"> Members Contract Providers Community Organisation Forum Primary Care Trust YSS Core Team 	<ul style="list-style-type: none"> i. Policy adopted by 100% of projects. ii. Inspected projects able to clear evidence clear curriculum.
Design and implement Curriculum Programme Areas.	<ul style="list-style-type: none"> i. Set up and develop projects in each curriculum area with key agencies. ii. Train programmes for staff on curriculum areas. 	<ul style="list-style-type: none"> i. July 2003 – Gill Manton ii. March 2004 – Anam Hoque 	<ul style="list-style-type: none"> Praxis Daneford Trust Alcohol East Step Forward LBTH Arts and Leisure Tower Hamlets College Contract Providers 	<ul style="list-style-type: none"> i. 5 curriculum projects established. ii. 30% staff trained and implementing curriculum areas.

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Develop accreditation of young people's achievements.	<ul style="list-style-type: none"> <li data-bbox="651 288 978 437">i. Introduce Youth Achievement Award (YAA) in all LAP areas. <li data-bbox="651 453 978 829">ii. Develop an introductory LBTH Award for achievement prior to moving onto YAA. Consider introduction of Duke of Edinburgh Award to Youth Centres. 	<ul style="list-style-type: none"> <li data-bbox="1005 288 1319 357">i. March 2004 – Gill Manton <li data-bbox="1005 453 1319 521">ii. March 2004 – Gill Manton 	Contract Providers Core Team Arts and Events	<ul style="list-style-type: none"> <li data-bbox="1747 288 2056 458">i. 30% of staff in all units trained to support accreditation. <li data-bbox="1747 521 2056 644">ii. 20% of young people achieving accreditation.

Strategic Priority 7

To Develop and Deliver a Comprehensive Training and Development Programme

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Establish a new training structure for young people, staff and volunteers.	<ul style="list-style-type: none"> i. Develop a training structure and annual training programme. ii. Undertake a needs assessment survey/training audit of youth workers and establish database. 	<ul style="list-style-type: none"> (i) April 2003 - Anam Hoque (ii) January 2003 – Anam Hoque 	Youth Support Service Core Team Tower Hamlets College Corporate Training Forum Voluntary sector Universities Ideas Stores Arts and Events	<ul style="list-style-type: none"> i. 1000 attendances at training sessions. ii. All new staff to have induction training. Induction training. iii. 24 workers successful qualification course.
	Develop programs for young people senior member peer education training.	September 2003 – Anam Hoque	All Contract Providers MATT Ideas Stores	20% of young people attending provision will receive accreditation.

Strategic Priority 8

To Work more effectively with the Voluntary and Community Sector

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Strengthen partnership arrangements with Community Organisation Forum	Develop compact and protocol arrangement between Youth Support Service and COF.	Sept 2004 – Gill Manton	COF	Agreed framework for partnership
	Improve Communications with the Youth Support Service and COF.	Sept 2004 – Gill Manton	COF	Production of Bi-Monthly newsletters. Monthly planning meetings with COF. Produce Annual Report.
	Develop and target the work of the Children's and Young People's Forum.	March 2004 – Gill Manton	COF Contract Providers	Satisfaction Survey with 75% COF Group satisfied with Youth Support Service role and input.

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
Support the improvement and development of provision for 13-19 year olds	Involve Voluntary Sector in the production of Service Plan for Youth Services.	March 2004 – Steve Sipple	COF Contract Providers	Production of agreed Service Plan.
	Mapping of 13-19 Provision.	Sept 2004 – Gill Manton	COF	New Youth Directory Information available on website.
	Agree Priority Groups and targeted services in line with OFSTED and Connexions Frameworks.	March 2004 – Steve Sipple	COF Contract Renewal Contract Providers VSCYF	Groups identified and input into service plan. 6 good practice models written up/published. Pilot 3 new project around agreed target groups.
	Develop systems of monitoring and evaluation with voluntary sector in line with OFSTED/ Connexions QA systems.	March 2004 – Fazlul Haque	COF VSCYF Contract Provider	i. Presentation on systems at VSCYF ii. Workshops on procedure and system. iii. Support Surgery for individual

Objective	Key Tasks	Date of Completion/ Responsibility	Partners	Success Criteria
				organisations. iv. Monitoring Visits/ reports.

APPENDIX 2

Provider - Oxford House Consortium

Local Area Partnership 1

Project	Building and Premises Information
1. Boundary Community School	Voluntary sector manage building
2. Daneford Youth Project	School site
3. St. Hildas Youth Project	Voluntary sector manage building
4. Weavers Community Trust	Voluntary sector manage building
5. Canal Club	Voluntary sector manage building
6. Maze Project – Drug Education & Prevention	Voluntary sector manage building
7. York Hall	LBTH building
8. Glasshouse Youth Project	Voluntary sector manage building
9. Morpeth Youth Project	School site

General Information

- 1.53 full-time workers (.53 on career break)
- 2.72 full-time equivalent fractional staff
- 1.39 full-time equivalent vacancies
- Current sessions available to young people = 25
- Average nightly attendance per session = 105
- Registered young people/unique individuals = 330

Provider - Oxford House Consortium

Local Area Partnership 2

Project	Building and Premises Information
10. Brick Lane Youth Development	LBTH building
11. Jagonari	Voluntary sector manage building
12. New Avenues	Voluntary sector manage building
13. Osmani Youth Project	LBTH building
14. Progressive Youth Organisation (Elite)	LBTH building
15. Urban Youth Association	Voluntary organisation manage building
16. Oxford House	Voluntary sector premises
17. Somali Youth Project	LBTH building
18. Swanlea Youth Project	School site
19. Wessex Centre	LBTH building
20. Collingwood Youth project	Voluntary sector manage building

General Information

- 3 current full-time workers
- 4.19 full-time equivalent fractional workers
- 2.61 full-time equivalent vacancies
- Current sessions available to young people = 36
- Average nightly attendance per session = 216
- Registered young people/unique individuals = 930

Provider - YOUTH ACTION UK

Local Area Partnership 3

Project	Building and Premises Information
21. Redcoat Youth Project	Voluntary sector manage building
22. Whitechapel Youth Project	LBTH building
23. Stepney Girls	Voluntary sector manage building
24. Arbour Youth Project	Voluntary sector manage building
25. Youth Action Scheme	Voluntary sector manage building

General Information

- 2 current full-time workers
- 2.37 full-time equivalent fractional staff
- 2.07 full-time equivalent vacancies
- Current sessions available to young people = 26
- Average nightly attendance per session = 163
- Registered young people/unique individuals = 863

Provider - YOUTH ACTION UK

Local Area Partnership 4

Project	Building and Premises Information
26. Bangladesh Youth Movement	Voluntary sector premises
27. Ensign Youth Project	Voluntary sector premises
28. Wapping Youth Club	LBTH Youth building
29. Golden Moon	LBTH building
30. New Generation	Voluntary sector premises

General Information

- 2 current full-time workers
- 1 full-time worker at Golden Moon
- 4.79 Full-time equivalent fractional staff
- Current sessions available to young people = 30
- Average nightly attendance per session = 30/33
- Registered young people/unique individuals = 950

Provider - YOUTH ACTION UK

Local Area Partnership 5

Project	Building and Premises Information
31. Avenues Unlimited (Old Ford)	Voluntary sector manage building
32. Bow North Youth Club	Bow HATS building
33. St. Pauls with St. Stephens Youth Club	

General Information

- 3 current full-time workers
- 1.38 full-time equivalent fractional workers
- 0.65 full-time equivalent vacancies
- Current sessions available to young people = 12
- Average nightly attendance per session = 40
- Registered young people/unique individuals = 200

Provider - POPLAR HARCA

Local Area Partnership 6

Project	Building and Premises Information
34. Burdett HARCA	Poplar HARCA building
35. Locksley Youth Project	Tenants hall
36. Kingsley Hall	Voluntary sector manage building
37. Lincoln Youth Project	Poplar Harca building

General Information

- Currently no full-time staff
- 2.57 full-time equivalent fractional workers
- 0.22 full-time equivalent vacancies
- Current sessions available to young people = 13
- Average nightly attendance per session = 85
- Registered young people/unique individuals = 280

Provider - POPLAR HARCA

Local Area Partnership 7

Project	Building and Premises Information
38. Aberfeldy HARCA	Voluntary sector premises
39. Poplar Youth Club	Voluntary sector premises
40. Teviot	Voluntary sector premises
41. Limehouse	LBTH Youth building.

General Information

- 2 current full-time workers
- 4.92 Full-time Equivalent fractional staff
- Current sessions available to young people = 22
- Average nightly attendance per session = 25/30
- Registered young people/unique individuals = 680

Provider - YOUTH ACTION UK

Local Area Partnership 8

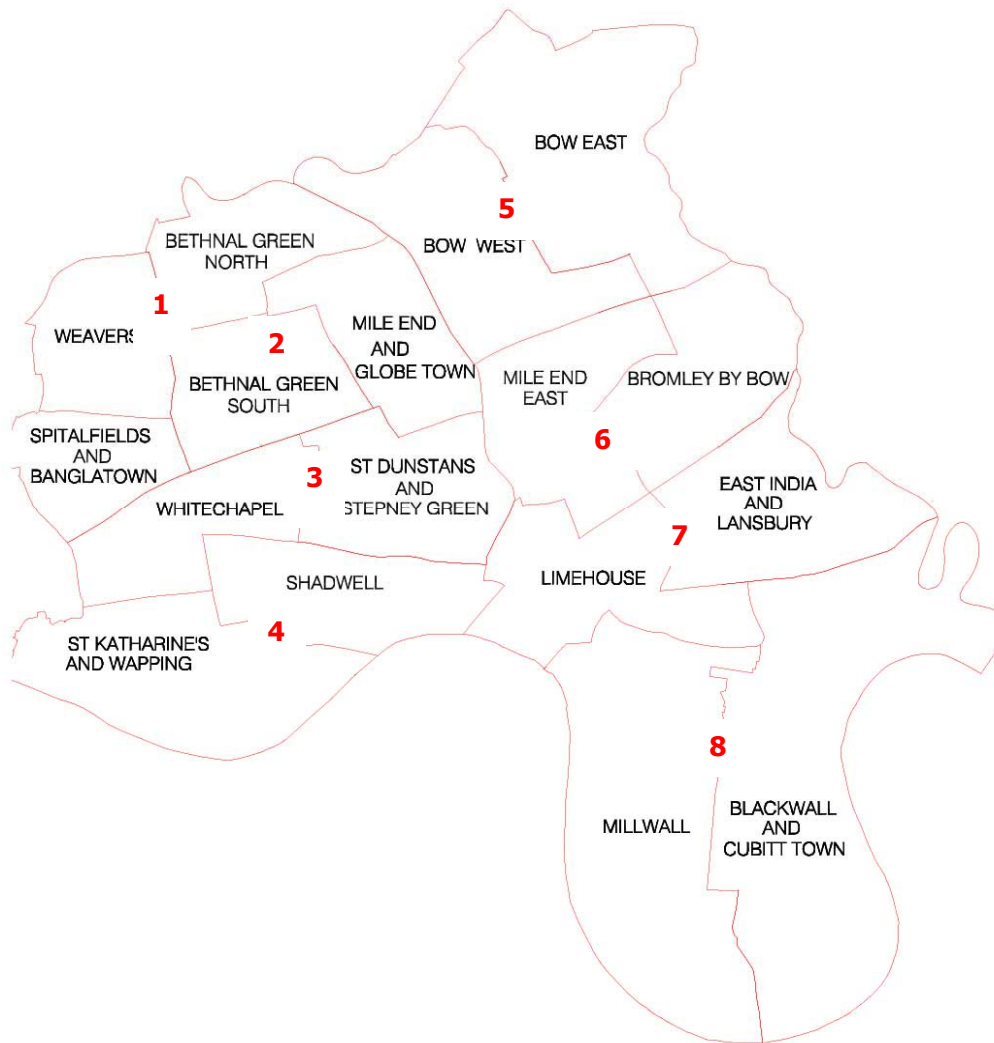
Project	Building and Premises Information
42. Alpha Grove	Voluntary sector manage building
43. St. Andrews Wharf	LBTH building
44. Annex Youth Project	LBTH building
45. Cubitt Town Youth Project	Voluntary sector manage building

General Information

- 1 current full-time worker
- 4.53 full-time equivalent fractional workers
- No full-time equivalent vacancies
- Current sessions available to young people = 17
- Average nightly attendance per session = 115
- Registered young people/unique individuals = 640

APPENDIX 3

Local Strategic Partnership Areas



Oxford House

LAP 1 – Weavers, Bethnal Green North, Mile End/Globe Town
LAP 2 – Bethnal Green South, Spitalfields/Banglatown

Youth Action UK

LAP 3 - St. Dunstan's/Stepney Green, Whitechapel
LAP 4 – St. Katherine's/Wapping, Shadwell
LAP 5 – Bow East, Bow West

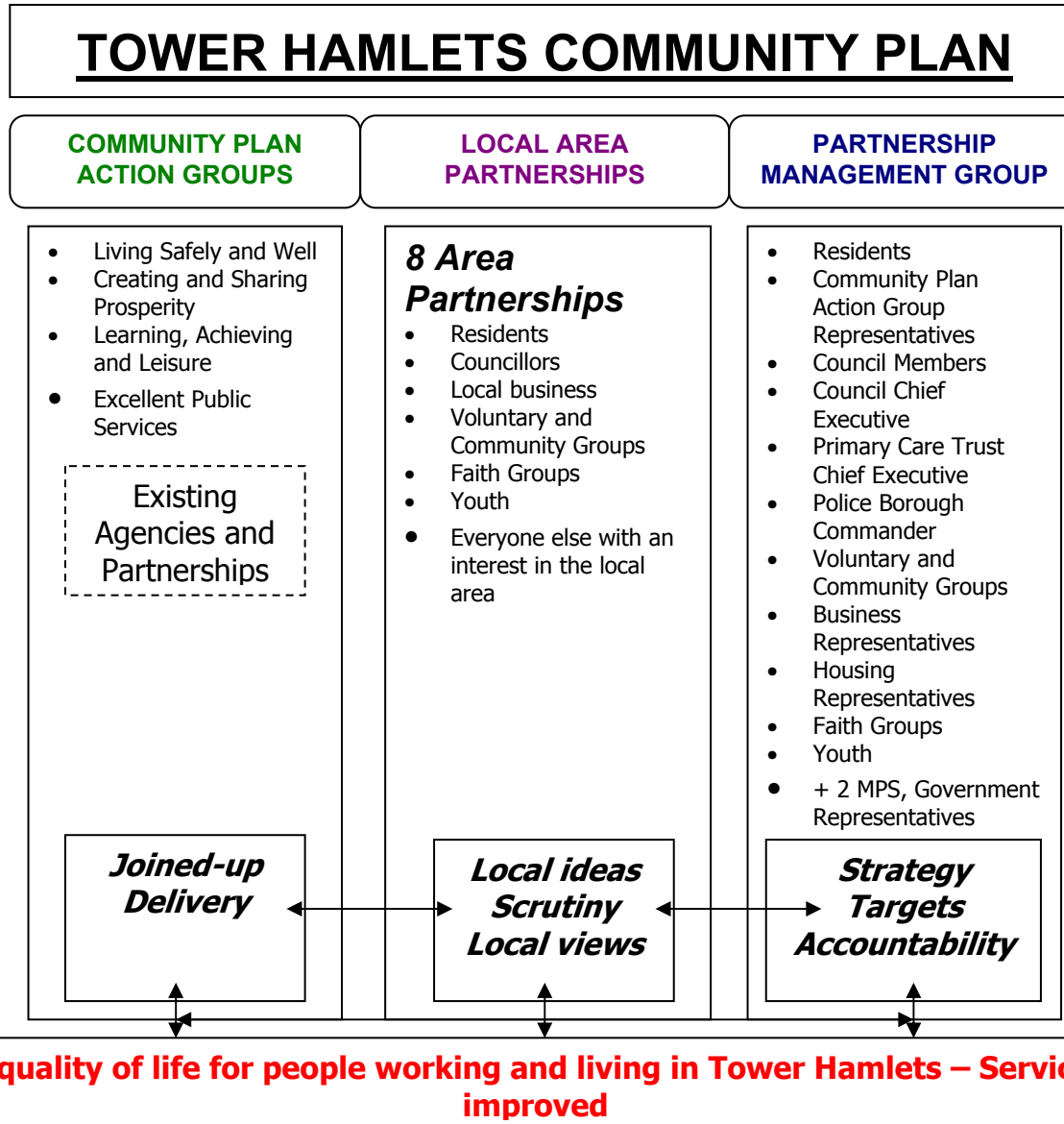
Poplar HARCA

LAP 6 Bromley by Bow, Mile End East
LAP 7 – East India/Lansbury, Limehouse

Youth Action UK

LAP 8 – Blackwall/Cubitt Town, Millwall

The Structures of the Local Strategic Partnership



APPENDIX 4

Connexions and Youth Support Service Key Documents

Key Document	Available and Date When Last Revised
Equal Opportunities Policy	Revised January 2003
Curriculum Document	Draft January 2003
Health & Safety Policy	January 2000
Child Protection	June 1997
Detached and Outreach Work	Draft Policy
Adventure Education	Youth Action UK Policy
Managing Drugs Related Incidents	Adopt Drugs Action Team Policy
Residential Events	Youth Action UK Policy
Staff Development Policy	September 1999
Quality Assurance Policy	June 2001
Data Protection	LBTH Corporate Policy