

 Cabinet 26 February 2020	 TOWER HAMLETS
Report of: Debbie Jones, Corporate Director Children and Culture	Classification: Unrestricted
Youth Service Review 2019/2020	

Lead Member	Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People
Originating Officer(s)	Ronke Martins-Taylor, Divisional Director Youth and Commissioning Magdalene Bannis-Royer, Youth Service Strategic Development Lead
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	22 January 2020
Reason for Key Decision	Significant impact on persons in more than one ward.
Strategic Plan Priority / Outcome	People are aspirational, independent and have equal access to opportunities A better deal for children and young people: aspiration, education and skills

Special circumstances justifying urgent consideration

This report was not available for publication by the statutory publication deadline because additional information was required. It is presented for determination at this meeting as it is not possible to defer until the March Cabinet meeting because approval is sought from Cabinet to issue new contracts to existing commissioned providers. These will commence from 1st April 2020 to 31st March 2021. It should also be noted that the report title and a summary of the content of the report were made available as part of the original meeting agenda.

Executive Summary

In 2017 the council introduced a new mixed-economy youth service model combining in-house and commissioned universal youth provision. The model

resulted in vastly improved outcomes for young people in the first years of operation.

The 2019/20 Youth Service Review was established to learn from those changes and explore further opportunities for improvement and better value for money.

The review also seeks to explore ways to achieve the £667,000 savings that accrues to the Youth Service. Savings are to be achieved by a transformation of service delivery following the Youth Service Review (£50k in 2020/21 and £450k in 2021/22); and the rationalisation and development of early help services from conception to age 25 which will save £167k.

As part of its priority work the Youth Service intends to make better links with providers who are funded to deliver exclusively in Tower Hamlets. For example, the Mayor of London Young Londoners Fund has awarded grants of £554,701 per annum and the Local Community Fund has awarded grants of £554,286 per annum to providers that deliver for our children and young people. As a result there is an additional £1,108,987 coming into the borough to support the delivery of additional youth activity and the Youth Service intends to capitalize on this.

This report is in two parts. The first part (Part A) sets out the reasons for the changes that need to be made in the Youth Service including proposals for restructuring, the lessons learned from the recently concluded 2019/20 Youth Service Review and other previous reviews of the Service.

The second part of the report (Part B) sets out a request to award a new, one off contract, without competition, to the existing commissioned voluntary sector youth activity providers from 1st April 2020 to 31st March 2021. These providers deliver universal youth activity and specialist projects. The intention is that during 2020/21 work will be undertaken to create a new contract specification for the provision of universal Youth Hubs and specialist projects.

Recommendations

The Mayor in Cabinet is recommended to:

1. Endorse the proposal set out in the report to create a newly restructured, mixed economy Youth Service; based on the review findings and analysis which shows we can achieve improved outcomes for less money.
2. Approve a new 12 month contract, from 1st April 2020 to 31st March 2021, to all current Community and Voluntary Sectors (CVS) youth activity providers (universal and specialist) in order to provide continuity

of provision and to coincide with the implementation of the re-designed youth service in 2021/22.

1. **REASONS FOR THE DECISIONS**

- 1.1. The need to respond to the views of children, young people; and key stakeholders in partnerships and the community in terms of what they have identified that they want from a transformed Youth Service.
- 1.2. The Youth Service Review has highlighted the potential to deliver a better value service with improved performance and outcomes.
- 1.3. The need to undertake Service transformation arising from the findings of the 2019/20 Youth Service Review.
- 1.4. The need to achieve savings within the Youth Service arising from the 2020/21 to 2021/22 Medium Term Financial Strategy (MTFS) proposals.

2. **ALTERNATIVE OPTIONS**

- 2.1 **Do nothing and maintain the status quo (not recommended):** With this option the provision of Youth Service activity would continue under the current arrangements which have been in place since 2016/17 and which include the following:

- **Universal youth Hubs and specialist youth projects:** These are comprised of 8 x in-house universal Youth Hubs; 1 x in-house specialist arts service; 10 x externally commissioned universal Youth Hubs; 3 x externally commissioned specialist youth projects covering SEND, LGBTQi and an 11 year old project.
- **Central team:** The Youth Service senior management team; a commissioning and data team; and a participation team.

The Youth Service currently has a budget of £3.606m (including administrative team costs of £399,000) of which £940,858 is spent on externally commissioned provision.

This option is not recommended as no Medium Term Financial Strategy savings could be realised; the imbalances between the funding and outcomes for internal youth provision and externally commissioned youth provision would be maintained; all round performance would not

be improved; the service changes that have been highlighted through the 2019/20 Youth Service Review could not be implemented; and value for money would not be achieved.

- 2.2 **Provide a service that meets statutory requirements only (not recommended):** With this option, the local authority would provide only a minimum Youth Service offer as required by law. This could be as little as signposting young people through a website or small amounts of grant funding. However, this option is not recommended as it does not align with Tower Hamlets Every Chance for Every Child priorities which are to provide the right help at the right support and to support young people to access enriching opportunities and activities. In addition to this Tower Hamlets Youth Service has a long history of providing universal youth activity as well as more targeted working to support vulnerable young people who would benefit from engagement in positive activities.
- 2.3 **Outsource the entire Youth Service (not recommended):** With this option all Youth Service functions would be outsourced including universal Youth Hubs and youth participation. However, this option is not recommended as it could result in high management costs; risks of subcontracting which could impact the quality of service delivery. Furthermore, it would risk undermining areas where a borough wide, council led approach is required. This includes the youth participation work so that young people can effectively participate in and influence the work of the council. It also includes the targeted youth support which is required to align effectively with statutory work undertaken by children's social care and the youth offending service.
- 2.4 **Deliver all youth activity in-house (not recommended):** With this option all youth activity would be brought back in-house to be delivered by the local authority with no externally commissioned provision. However, this option is not recommended because a wholly in-house delivered Youth Service would lack the ability to access the expertise and leverage additional resources and assets that the community and voluntary sector are able to attract.
- 2.5 **The creation of a public sector mutual (not recommended):** This option would see the creation of a youth public sector mutual or cooperative to deliver youth services on behalf of the council. However, our research highlights that existing youth mutual have struggled to survive financially especially as local authorities, who are often the main funder, shrink their expenditure on youth provision. This, coupled with the uncertain economic climate makes setting up a mutual or cooperative to deliver youth services a significant risk.
- 2.6 **Setting up an OnSide Youth Zone (not recommended):** Our research

into the viability of adopting the OnSide Youth Zone approach was considered in 2017/18. OnSide Youth Zones are set up as independent local charities, that provides an innovative way of funding and resourcing local authority youth provision utilising a model that is comprised of new capital build; use of land donated for lease by the local authority; local authority revenue funding; local donor funding; and charges levied for young people's use of the facilities.

This option is not recommended because

- Charging young people would be a departure from usual practice and could place hardship on those young people and their families, with the greatest need.
- The investments required by the OnSide Youth Zone are prohibitive, as set out below:
 - Giving OnSide a 125 year, premium free, land lease; at a peppercorn rent;
 - Paying upfront capital costs of 50% of the total build cost to the Youth Zone (c£3.25m+)
 - Providing annual revenue costs of £400,000 for first three years; £250,000 per annum for years 4 - 6; and £150,000 per annum for years 7 -10.

In addition, Tower Hamlets has a number of existing flagship, high quality youth hubs (for example, Spotlight, Haileybury, Limehouse and Osmani) that are either run internally or commissioned. As a result, it is felt that there is no need to invest in another flagship youth hub using the OnSide Youth Zone model.

- 2.7. **Implement changes to the Youth Service based on the findings from the Youth Service Review and lessons learned (recommended):** This option will enable the Youth Service to incorporate the key lessons learned from the 2019/20 Youth Service Review consultations and to reconfigure the service accordingly. As a result, the Service will be more responsive to the needs of children and young people; it will offer greater partnership engagement; and it will support the delivery of shared partnership outcomes.

Under this recommendation a mixed economy Youth Service will provide a combination of commissioned and internally delivered services. It proposes that universal youth service delivery is commissioned and that a retained youth service focusses on oversight of commissioning; strengthening youth voice and empowerment and delivery of more intensive, targeted youth work.

This option builds upon the commissioning expertise in the Youth Service; the findings of the Youth Service Review; and offers

opportunities to use the ability and proficiency of CVS to fund raise attracting additional funds to enhance the youth offer across the borough.

3. DETAILS OF THE REPORT:

PART A

3.1 About Tower Hamlets

- 3.1.1 Tower Hamlets has the highest rate of child poverty in Great Britain: 31 per cent of children live in families below the poverty line, almost double the rate nationally (17 per cent). According to the HMRC's children in low income families local measure, 18,875 children in Tower Hamlets live in families below the poverty line - this represents 31 per cent of children in the borough (as at August 2015). This is the highest rate nationally, and almost doubles the rate for Great Britain (17 per cent), and well above the London average (19 per cent).
- 3.1.2 Within the borough, the most highly deprived areas are mainly clustered in the East of the borough in the Lansbury and Mile End area. The least deprived areas are in the riverside areas of St. Katharine's Dock, Wapping, and the Isle of Dogs. Tower Hamlets also has the highest rate of child poverty in the country.
- 3.1.3 Tower Hamlets economy has the third largest output in the UK with 291,000 employees working for 16,925 businesses; however there are great disparities of wealth. One in four residents live below the poverty line
- 3.1.4 This juxtaposition of poverty and wealth in Tower Hamlets makes it essential that there are sufficient services in place to address both the need to have universal youth provision and the need to provide help to the most vulnerable children and young people who would benefit from support to access positive activities. In addition to this, the borough's Youth Service should strike a balance between the provision of universal activities, which need to be accessible to those in the areas of greatest need; and the provision of supported developmental activities, that provide opportunities for added individual support, short- term responses to localised events and incidents (e.g. anti-social behavior); and bespoke interventions that prevent subsequent issues arising.

3.1.5 Anti-Social behaviour (ASB) has a significant impact on the community and has been considered a top priority by residents and the council alike. At the end of quarter two of the current financial year (19/20), ASB had risen by 11.88% (478 incidents) compared to the previous year. The increase in the volume of reports is related to the council launching the online ASB form in 2018.

Despite the increased reporting of both ASB and crime in Tower Hamlets, the borough is well placed to make use of existing resources that have been expanded due to the borough's prioritisation of ASB and the safety of the community.

3.2 The 2019/20 Youth Service Review findings and lessons learned

3.2.1. In 2016 the Youth Service was faced with a number of major challenges which necessitated change. The 2016/17 Youth Service Review was undertaken to understand the needs of key stakeholders. As a result, in 2017 a mixed economy Youth Hub delivery model was created which was made up of 18 Hubs (10 externally commissioned); 4 specialist youth projects (3 externally commissioned); and internal teams providing commissioning and data; delivering participation and engagement; and administration. The 2017 restructure of the Youth Service resulted in improved outcomes for young people.

As part of the natural progression of the Youth Service, and in order to respond to the changing needs of children and young people, it is now looking to the next stage of its development and improvement.

3.2.2. **What young people told us:** The Youth Service has learned lessons from young people through surveys and focus groups. Young people have told us of their concerns, wants and requirements from effective further improved Youth Service. In particular, they have highlighted that they want services that better meet their needs; and they want to work with us through a collaborative approach. Any future changes to the Youth Service will need to reflect on all of the lessons learned from the Youth Service Review.

3.2.2.1. **Youth Service Review 2019/20 findings:** Between July and November 2019 the Youth Service undertook consultations with children and young people as well as their parents, key stakeholders including elected members, CVS commissioned providers and Council agencies/departments.

The headline findings are as set out below (The full report is an Appendix to this report):

Numbers taking part: There were 816 children and young people consulted who were aged 11 to 24 years.

Ethnicity: The demographic breakdown showed that the largest ethnic group of young people completing the survey was Bangladeshi (47.6% (287)).

Location analysis: The young people who were contacted regarding the survey attended the schools and Youth Hubs set out in table 1 below:

Table 1		
Ward	School	Youth Hub
Bethnal Green	LEAP (Harpley Inclusion) Morpeth Secondary School Raines Foundation	Tramshed Step Forward
Bromley North	Ian Mikardo High School	N/a
Bromley South	Bow School	N/a
Bow East	LEAP (Third Base)	
Bow West	Central Foundation Girls' School	
Island Gardens	George Green School	St Andrews Wharf
Lansbury	Langdon Park School	
Limehouse	N/a	Limehouse Half Moon Theatre
Mile End	Beatrice Tate School St Paul's Way	N/a
Shadwell	Bishop Challoner Catholic Federation School	N/a
Stepney Green	Sir John Cass's Foundation Red Coat Church of England School	N/a
St Dunstons	Stepney Green Maths Computing and Science College	Haileybury Tower Project
Weavers	N/a	Step Forward Columbia Road
Whitechapel	LEAP (Tommy Flowers Centre)	Brady Arts Christian Street
St Peters	N/a	Collingwood

The key findings from the children and young people's survey highlighted the following:

Safety and crime: 41% of young people were concerned about issues of crime and personal safety; and stated this as their number one issue.

Substance misuse: There were major concerns about drugs misuse and selling, seen as a particular problem in Tower Hamlets with some indicating that they felt this lay at the heart of knife crime in the borough.

Relationship and Sex Education: 22% wanted to see more advice and guidance provided, especially around issues such as sexual health and sexuality which they wanted to explore in a safe space, as they felt that it would be challenging to have such conversations or discussions at home or school.

Mental Health and Wellbeing: The same proportion (22%) expressed anxieties and concerns focusing around the pressure of families and the taking of exams. More concern was expressed about their mental health than their physical health.

Employment, Training and Education advice: 10% expressed desire to have more chances to explore education and employment and opportunities to alleviate their worries about their future.

Young people's suggestions for change: Young people were asked to provide suggestions that they felt would help to reduce youth crime and violence. The most frequently cited ideas and suggestions are as set out below:

- **Workshops:** Young people said that they wanted workshops on crime and community safety
- **Centre-based programmes and activities:** Young people said that they wanted to participate in activities including, sporting activities; activities held in partnership with, and located in, primary schools, secondary schools and colleges; careers guidance; volunteering and work experience; weight training; boxing; self-defense; inter-generational activities; learning from others who have been involved in crime/anti-social behaviour/knife crime; and, study support.
- **Trips/residentials:** Young people said that they wanted reward based trips and activities, including

residential, as these help children and young people work as part of a team and they strengthens networking skills.

- **Information, advice, guidance and support:** Young people said that they wanted professional support including advice around mental health and wellbeing; education, training and employment; regular meetings with youth workers; advice about their citizen's rights as young people; and other one-to-one advice sessions.

- In February 2020 a meeting was held with the Young Mayor's team to update them on the findings of the Youth Service Review. The Young Mayor's team stressed that:
 - Youth Hubs must be safe places for young people;
 - Young people need to have opportunities to just relax, meet their friends and enjoy being out of the home without the pressure of having to attend a workshop or participate in an accredited programme;
 - For young people doing activities to build skills, gain outcomes and accreditation was also important; however, there needed to be a balance between the opportunities to just relax and involvement in activities.

3.2.3. **HealthWatch consultation:** The findings from the Youth Service Review were further backed up by the findings of a consultation exercise undertaken by HealthWatch Tower Hamlets which engaged with 555 young people in the borough during 2018 and 2019. As part of the HealthWatch survey they asked young people about their experience using Youth Hubs. One of the key findings indicated that young people who went to Youth Hubs frequently, had higher mental wellbeing scores than the ones who only went occasionally or didn't go at all.

3.2.4. **Analysis of the work of commissioned providers and the internal delivered service:** As part of the Youth Service Review the performance of both the commissioned and internal providers was analysed. The analysis has revealed that Commissioned providers have been able to reach more young people through universal services, whilst specialist commissioned providers are working well with young people with additional needs. Meanwhile, the in-house

service delivers effective robust participation with young people through the Youth Council, Young Carers, the Children in Care Council and Young Mayors; and also responding to local events and emerging issues.

3.2.5. **Improved contract management:** In addition the management of contracts has improved thus ensuring that the Youth Service gets better value for money, and good contract monitoring indicates that when commissioning youth providers across the borough consideration should be given to:

- Getting providers with the right experience and expertise to deliver the youth projects that are needed
- The use of specialist providers where needed
- Promoting the use of consortiums and collaboration between CVS providers to increase reach and outcomes
- Providing services that young people want
- Working with other services to avoid duplication, overlap and gaps in provision
- Developing high quality dissemination of best practice across the Service with In-house and commissioned.

3.2.6. **A focus on outcomes:** Going forward the Youth Service must demonstrate the difference and impact that it makes to the lives of young people and local communities; setting out the indicators of progress along the young person's successful life path. For example, a robust outcomes framework could effectively be used to support performance reductions in crime and anti-social behaviour. Further development of the service should be based on data analysis and evidence of outcomes.

3.2.7. **Demand Analysis:** The Youth Service Review indicates that the demand for youth sessions by young people increases at certain times of the week and during holiday periods. Going forward it will be important that resources are used more effectively to respond to demand and to provide better value for money. As a result, there is an ongoing review of Youth Hubs opening days and times to ensure the Youth Hubs are responsive and open at the right times for young people. Appendix 1 shows attendance pattern in the in-house Youth Hubs from April to December 2019.

3.2.8. **Clear pathways for accessing pre-statutory support:** One of the lessons learned from the 2019 Ofsted inspection of the local authority Children's Services was the need to ensure that there is a robust early help offer that straddles all ages and services. In support of this the Youth Service will work in partnership with the Integrated Early Years' Service and Early Help to create a 0 to 25, all age offer that will focus on delivering pre-statutory support to

child and families. Clear pathways will be developed to support young people to access positive activities including those at risk of:

- exploitation
- family violence
- parental mental ill health
- substance misuse
- being excluded from school or at risk of school exclusion
- involvement in crime or anti-social behavior.

3.2.9. **Develop a ‘One Youth Service’ culture:** It is not always clear which CVS providers have been commissioned by the Youth Service and the lack of branding has led to confusion. Going forward, youth providers will be expected to use the LBTH and #THYOUTH branding and ensure that this is visible in all commissioned sessions that are delivered. This approach will support the development of a ‘One Youth Service’ Culture. This approach will also promote good practice, will maximise the service improvements, and quality of the youth offer.

3.2.10. **The Youth Service delivering work on behalf of others:** The Youth Service currently delivers Services on behalf of the City of London; and it provides the Children in Care Council on behalf of Children’s Social Care; and Young Carers support on behalf of Integrated Children’s Commissioning. A key learning point has been the need to ensure that the Service only delivers on behalf of others if it is able to achieve full cost recovery. This approach will ensure that the burdens of costs associated with such delivery are not derived from the Youth Service’s core budget.

3.2.11. **Use of street based detached youth work and outreach youth work to engage with hard to reach young people:** A key learning point from the review, and the pilot currently running in Bow West, has been the need to ensure that youth work is also delivered from non-static sites so that the needs of hard to reach young people can be met. As a result, street-based detached youth work and outreach will need to be commissioned, where it is most needed, to support young people coming off the streets and engaging in activities such as arts, music, education, training and employment.

3.3 The current Youth Service

3.3.1. Following a review, the Youth Service was restructured in 2016/17 to deliver the following Youth Hubs and team (please see Appendix 2 for the Current Youth Service structure):

- **Internally run Universal Youth Hubs:** Delivered from eight local authority Youth Hubs as set out in Table 2 below:

Table 2	
Ward	Youth Hub
Weavers	Columbia Road Youth Hub
St Peters	Collingwood Youth Hub
Stepney Green	Haileybury Youth
Bethnal Green	Tramshed Youth Hub
Wapping	Wapping Youth Hub
Whitechapel	Christian Street Youth Hub
Limehouse	Limehouse Youth Hub
Isle of Dogs	St Andrews Wharf Youth Hub

- **Commissioned Universal Youth Hubs:** These are delivered by the CVS on behalf of the Youth Service. Contracts were awarded to the following CVS organisations with a value of £940,858. Table.3, below, sets out the list of universal commissioned Youth Hub delivered by the CVS:

Table 3		
Ward	Youth Hubs	Supplier
Spitalfields & Banglatown	Osmani Youth Hub	Osmani Trust
Stepney Green	Exmouth Youth Hub	Newark Youth
Shadwell	St Marys Youth Hub	Society Links
Bow East	Eastside Youth Hub	Poplar Harca
Bromley North	Linc Youth Hub	Poplar Harca
Bromley South	Ian Mikardo Youth Hub	Poplar Harca
Mile End	St Paul's Way Youth Hub	Poplar Harca
Bow West	Street and Detached	Poplar Harca
Lansbury	Spotlight Youth Hub	Poplar Harca
Poplar	The Workhouse Youth Hub	Poplar Harca

Table 4, below, sets out the list of specialist youth projects that meet specific needs of young people which are not offered either through in-house or commissioned Youth Hubs.

Table 4	
Specialised youth projects	Supplier
Youth activities for young people with special educational needs or disabilities (SEND) aged 12 to 25.	Tower Project
Youth activity for Lesbian Gay Bisexual and Transgendered young people.	Step Forward
Borough wide pilot programme focused on transition from Year 6 to Year7.	Half Moon Theatre

All current CVS contracts will end on 31st March 2020. A further extension for 1 year is sought to coincide with the restructure and associated savings in 2021/22 (see Part b of this report for further information.).

- **Business support:** Includes administration, apprentice /volunteer co-ordination, quality assurance, service development, training and senior management. Note that with effect from January 2020 all business support will be centralised.
- **Participation Team:** The team provides expert support to young people who join the Youth Council; supports the Young Mayor's programme including oversight and management of the youth elections, Children in Care Council and Young Carers.
- **'A' Team Arts:** The team offers a range of arts programmes and activities including; performing arts, music and textiles.
- **Commissioning Team:** The team provides contract management, monitoring, oversight, governance, performance data and analytics.
- **Additional income:** The Youth Service is paid by external parties to deliver the following services and projects which generates additional income:
 - o **City of London:** the Youth Service deliver youth services on behalf of the City.
 - o **Children in Care Council (CiCC):** The Youth Service support the CiCC on behalf of Children's Social Care;

- **Young Carers.** The Youth Service support young carers and offers a range of relevant training to young people.

3.4. What is currently working well in the Youth Service

3.4.1. Internally delivered Youth Hubs: In 2017/18 the total number of Contacts made with young people by the internal Youth Hubs was 2,264. Overall Contacts are increasing and in the third quarter of 2019/20 the number of Contacts is 2130. Through the internally run Youth Hubs, 'A' Team Arts and youth participation, young people are able to access a wide range of activities that support their emotional well-being, skills development, personal growth, and intellectual development. The activities delivered include:

- Workshops in school and youth centres
- Sports activities and events, including boxing
- Set up girls' groups in response to identified needs
- Support for Young Carers
- Facilitated Young Achievement Awards at Canary Wharf
- Music project and events
- Gangs mediation workshops
- Arts and design workshops.

All 8 internally provided Youth Hubs are timetabled to open 5 nights a week for a total of 220 hours per week. As a result, young people are now developing their strengths, building their life skills, and going after more promising, exciting futures.

3.4.2. Commissioned Youth Hubs and specialist projects: These have been shown to offer better value for money when compared to the internally run projects. In addition to this the commissioned CVS are able to leverage additional funds to run projects based on local issues or emerging themes which would not be available to local authorities.

The CVS commissioned Youth Hubs and specialist projects deliver better performance than the internally run Youth Hubs as set out below:

Table 5: Tower Hamlets Youth Service (Commissioned Provision) 3 Year Performance									
	2017/18			2018/2019			2019/2020 (Q3 - DEC)		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
Contacts	2779	3914	140.84%	4180	4723	112.99%	2505	4050	161.68%
Participants	1646	1676	101.82%	2598	2277	87.64%	1503	1773	117.96%
Recorded Outcome	991	1092	110.19%	1600	1462	91.38%	902	877	97.23%
Accredited Outcome	494	499	101.05%	847	546	64.46%	451	281	62.31%

The challenges of the current Youth Service arrangements

3.4.3. The most significant challenge to the internally run Youth Hubs are as set out below are set out below:

- **Performance:** The During 2019/20, for the period March to December, the combined internal and commissioned Youth Hubs made Contact¹ with 6,180 young people. When comparing the number of Contacts achieved in quarter 3 of 2018/19 (6,059) with that of quarter 3 in 2017/18 (4,976) it can be seen that as a whole the Youth Service is making contact and reaching more and more young people year on year. Table 5 below shows the 3 year performance for the in- house Youth Hubs:

Table 6: Tower Hamlets Youth Service (In-house Provision) 3 Year Performance									
	2017/18			2018/2019			2019/2020 (Q3 - Nov)		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
Contacts	6,040	2,564	42.45%	5740	2948	51.36%	3835	2130	55.54%
Participants	3624	1119	30.88%	3444	1355	39.34%	2301	1021	44.37%
Recorded Outcome	2174	417	19.18%	2066	350	16.94%	1381	477	34.55%
Accredited Outcome	1087	322	29.62%	1033	401	38.82%	690	79 ²	11.44%

¹ **Youth Service Targets: Contacts:** 25% of 12- to19 year olds population in the borough = 6340; **Participants:** 60% of Contact; **Recorded Outcome:** 60% of Participant; and **Accredited Outcome:** 30% of Participants

However, whilst the achievement on Contact performance is improving since 2017/18 the internal Youth Hubs have struggled to achieve their performance targets in terms of Participants, Recorded Outcomes and Accredited Outcomes. This has pulled down the overall performance.

Taking into account the annual budget in 2018/19 the Youth Service spent an average of £470 per young person. When the average spend is broken down further, externally commissioned providers had an average cost of £211 per young person due to the higher rate of Contacts. Externally commissioned provision offers good value for money; and delivers more recorded and accredited outcomes which further makes the case for change.

There have also been a number of staffing challenges in the internally run Youth Hubs which resulted in unscheduled session closures. This included challenges in the ability to adequately staff the Youth Hubs given the staffing levels required. The Review found the internal Youth Hubs were spread too thinly resulting in limited staffing capacity to deliver across 8 centres. The use of volunteers in the internal Youth Hubs could have enabled more flexibility.

3.5. The Youth Service Priorities

3.5.1. Given the findings of the Youth Service Review going forward the Youth Service will prioritise the following areas of work:

3.5.1.1. **Delivering the new statutory guidance for youth work (October 2019):** Central Government is revising the statutory guidance around Youth Services as it relates to Section 507B of the Education and Inspections Act, which sets government expectations of local authorities when they are securing services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, with the purpose of improving young people's well-being. The current guidance was last reviewed in 2012. It is anticipated that the revised statutory guidance will provide greater clarity of Government's expectations, including the value

² **Accredited outcomes:** *An accredited outcome refers to the programme or course of activity undertaken by a young person. Due to the time that it can take to complete a programme it is anticipated that accreditation performance will increase.*

added by good youth work. The restructured Youth Service will need to take account of any changes to statute.

3.5.1.2. **The changing face of Youth Work:** There is a need to ensure that the Youth Service embeds, good effective youth work at the heart of its delivery including:

Partnership working: Anti-social behaviour and serious youth violence are some of the biggest challenges for children, young people and the wider community. In order to support the ambition to make Tower Hamlets a safer place to be it is essential that the Youth Service work in partnership with key stakeholders in Community Safety, Young Workpath, Public Health, Housing, Police, CVS, Education, Youth Justice Service, and Early Help, amongst others. Partnership working encourages positive behaviour, helps in the development of joint prevention and intervention strategies and promotes pathways for accessing pre-statutory support.

Continued outreach and engagement with different community groups: There is a need to continue to work with hard to reach groups including women and young girls; young people from the Somali community and, white working class young people. The data shows that these groups continue to be underrepresented in participating in youth activities.

High quality buildings: Young people want to access youth provision in high quality buildings which promote the sense of security. As a result, the priority going forward will be on the delivery of youth sessions in high quality youth centres. A review of the current youth estate will be undertaken. Commissioned providers will be supported to deliver sessions in high quality council run youth centres if they do not have access to their own accommodation.

Safe spaces: Youth Centres should also be promoted as safe spaces which encourage young people to stay off the streets.

Street based detached youth work and outreach youth work: There is a need to work with young people, with groups and individuals where they choose to be, supporting them to access services and

appropriate. Using detached youth work methods to engage with young people, with diverse interests, needs, ethnicity or faith off-site, or in other non-youth work premises such as schools, will provide practical and emotional support to young people.

Youth skills development: young people should be supported to develop employability skills such as customer awareness, self-management and problem-solving which support what employers are looking for in potential employees.

Inclusion and engagement: young people should be supported to engage in democracy and to find an active and responsible role and place within the community - offering security, fulfilment and strong interpersonal relationships with family, local communities and other citizens in order to support a connective and associative society.

Promoting cohesion and integration: There is a need to work with partners and involving local young people and their families; to bring the local communities closer together. Providing opportunities, activities and events to improve social inclusion in diverse communities and encouraging all young people in the communities to utilise the Youth hubs.

0 – 25 integrated workforce: The Youth Service will work in partnership with Early Help and the Integrated Early Years' Service to create an aligned group of support workers who will work across the 0 to 25 age range to provide needs assessed, pre-statutory support, including the offer of youth activities, to child and families.

Workforce development: The Youth Service will promote workforce training through its commissioning activity and move towards 0 – 25 integrated working.

The Medium Term Financial Strategy: The Youth Service has a budget of 3.207m for 2019/2020. For the periods 2020/21 to 2021/22, as part of the MTFs, £500k of savings will be made to deliver *transformation of service delivery following the Youth Service Review* (SAV / CHI 004 / 20-21). This saving will be delivered over two financial years (£50k in 2020/21 and £450k in

2021/22). Also, as part of savings to achieve the *rationalisation and development of Early Help Services from Conception to age 25* (SAV / CHI 001 / 20-21) there is a pro rata savings of £167k which accrues to the Youth Service. Therefore, total savings of £667,000 have to be made.

3.6. Other funded children and youth provision: The Youth Service is not the only service funded to deliver youth activity in the borough. In particular, there are a wealth of other council and externally funded children and young people's providers with which the Youth Service will need to work with going forward including the following:

- **Local Community Fund (LCF):** The LCF is a fund administered by the London Borough of Tower Hamlets. Through the LCF a total of £1.94m (see Appendix 3) of funding will be spent over a period of 42 month on community based projects for children and young people. The projects are spread across the following themes:
 - Children, Young People and Families
 - Girls and young women projects
 - Healthy living and healthy choices
 - Improved inclusion, health and well-being outcomes for disabled people and people experiencing mental health issues
 - Online Safety
 - Support focused on increasing access to art and cultural industries
 - Reduction in the exploitation of children, young people and other vulnerable groups
 - Improving the perception of young people in the community
 - Services for people affected by domestic violence or other unsafe circumstances.

- **Duke of Edinburgh Award:** The London Borough of Tower Hamlets is a Duke of Edinburgh Award licence holder. The team is part of the Sports, Leisure and Culture Division. It offers young people aged from 14 to 25 the opportunity to complete a Bronze, Silver or Gold Award through a programme of expeditions, training and activities.

- **The Urban Adventure Base and the work of the Outdoor Education Team:** Located at the Urban Adventure Base, in Mile End this team, which is part of the Sports, Leisure and Culture Division, works with young people to develop key skills including in leadership, teamwork and motivation. Activities offered include

canoeing, kayaking, rock climbing, mountain biking and skateboarding.

- **Uniformed youth organisations:** There are many youth groups such as the Police Cadets, Scouts and Girl Guides that give young people life skills and teach them to contribute to society and it is important that links are made with these groups and the transformed Youth Service.
- **Tower Hamlets Arts and Music education Service (Thames):** THAMES uses arts and music as a vehicle for working with young people. They support and develop strong links with schools and leading local and national cultural organisations, including venues, orchestras, festivals, choirs, theatres, dance companies, galleries and museums. Their offer includes after school provision and the Saturday Music Centre.
- **Community Safety Response (CSR) Team (formerly Rapid Response Team):** The CSR is part of the borough's Community Safety Division. The team work with to an extended age rang that includes young adults that who are disengaged from services.
- **The Mayor of London Young Londoners Fund:** There are 34 youth projects that were funded by the Mayor of London's Young Londoners Fund through either the large, medium or small grants round 1 or 2; or the Sport Unities Small Grant. The projects are variously funded to run from 12/2018 to 12/2022. In total £4.8m of grants has been provided to organisations that deliver in Tower Hamlets and other London boroughs (see Appendix 4). More specifically, £1.66m of the total Young Londoners Fund is delivered only in Tower Hamlets.

Table 7 Young Londoners Fund Projects Delivered Exclusively in Tower Hamlets				
Name of organisation	Grant Amount 2019/20	Project title	Start Date	End Date
Poplar HARCA	£767,635	Get Involved	01/10/2018	31/10/2021
Kazzum Arts Project	£116,153	The Build Programme	01/01/2019	31/12/2021
Dawaitul Islam	£149,897	The Safe Campaign.	30/10/2018	30/11/2021
Newark Youth London	£144,375	AcE Futures	01/01/2020	31/12/2022
Osmani Trust	£150,000	Osmani Trust Project	01/01/2020	31/12/2022
Rich Mix Cultural Foundation	£149,577	Rich Mix and Grit	01/01/2020	31/12/2022
Shadwell Basin Outdoor Activity Centre	£98,496	ELMV Shadwell Basin Project	01/01/2020	31/12/2022
South Poplar and Limehouse Action for Secure Housing	£87,972	SPLASH Youth Engagement Project	01/10/2018	30/09/2021
Total annual funding	£554,701			
Total funding over 3 years	£1,664,105			

- 3.6.1. **Sport and wellbeing:** Sport can provide a focal point which allows young people to explore what they are capable of and inspire them to build a positive future. The Youth Hubs are well placed with excellent facilities attached or in the local vicinity to provide a range of activities for young people to participate as a wide variety of potential workforce related opportunities for young people, such as volunteering, work experience, qualifications and employment opportunities.
- 3.6.2. Taking into account the new priorities there is a clear need for the Youth Service to undertake transformation and restructure in order to better meet the needs of children, young people and the community of Tower Hamlets.
- 3.6.3. There is also a need to ensure that the Youth Service makes effective links and partnerships with those organisations that are funded to deliver in Tower Hamlets whether the Service commissions them or not. For example, through the Mayor of London Young Londoners Fund £554,701 of grants have been awarded to providers that deliver exclusively in Tower Hamlets; and through the Local Community Fund £554,286 per annum awarded to providers that deliver children and young people's projects. This means that an additional £1,108,987 is coming into the borough to support the delivery of additional youth activity and the youth service will capitalise on this.

3.7. Benchmarking

- 3.7.1. A benchmarking exercise was undertaken of eight inner London councils: Lambeth, Lewisham, Kensington & Chelsea, Islington, Camden, Hackney, Westminster and Greenwich. This showed that the vast majority of the 8 councils are reducing their spend on Youth Services and that some councils that had outsourced their provision had brought it back in-house. There was also a trend towards commissioning CVS youth providers.
- 3.7.2. The benchmarking exercise has provided a broad understanding of the youth expenditure in other boroughs. However, it should be noted that what is presented in the table below does not reflect like for like expenditure on youth.
- 3.7.3. It is almost impossible to compare the youth expenditure budget across the London Councils, like for like, as different boroughs include different aspects of youth provision. For example, Camden and Hackney youth provision includes their Youth Offending Teams which is not the case in Tower Hamlets. The Youth Justice Service budget for Tower Hamlets is £1.2m.

Further, other local authorities may not have the LCF funding in addition to any specific commissioning activity.

Table 8			
Local authority	Outsource (yes/no)	Cost	Comment
Lambeth	No	£3.7m	The LA has had direct control of Youth Services since September 2019. The council has committed to investing an additional £1 million aimed at tackling youth violence, nearly £500,000 of Community Infrastructure Levy (CIL) for youth and play services and £800,000 directly in youth and play services.
Lewisham	Yes	£3m	In September 2016, the council setup Youth First, a community benefit society, to take over running its youth services, including the five youth centres, five adventure playgrounds in the borough, as well as a variety of commissioned services. Council's funding reduces by £150,000 over each year of the contract.
Kensington & Chelsea	Yes,	£4.020m (2017/18)	Epic community interest company (CIC). Created in January 2014, became the first public service youth mutual to spin out of local government.
Islington	Yes	£2.6m	Youth services in Islington are provided by several key partners, including two youth mutuals.
Camden	No	£4.068	Camden has three youth hubs which are directly run by the council. It also has the 'Camden Rise' website which is the place for Camden's young people to find activities, support and opportunities. In its 2019/20 budget, Camden spent £4.068 million on its integrated youth service; however, this also includes the youth offending team.
Hackney	No	£4.4m	Four neighborhood youth centres and the central hub at Forest Road. This also includes youth offending and targeted youth/early help services for young people.
Westminster	No		In 2019 the council reintroduced direct funding for youth services, pledging £500,000 a year
Greenwich	Yes	£1.1	Charlton Athletic Community Trust (CACT) has delivered the Royal Borough of Greenwich's universal youth provision, Young Greenwich, since April 2012.

3.8. The Budget

3.8.1. The Youth Service's profiled budget spend for 2019/2020 is set out below:

Table 9 Integrated Youth and Community Service	
	Original Budget 2019/2020
	£'000
Expenditure	
Employees (excluding Business Support)	1,821
Premises-Related Expenditure	66
Transport-Related Expenditure	2
Supplies & Services	261
Commissioning	941
Support Services	196
Depreciation and Impairment Losses	66
GROSS EXPENDITURE	3,353
Income	
Other Grants/Reimbursements and Contributions	(144)
GROSS INCOME	(144)
NET EXPENDITURE/(INCOME)	3,209

3.8.2. Business support is due to be centralised in 2020 and that staffing budget of £399,000 has not been included in the above table.

3.8.3. As at month 9 (2019/20) the Youth Service was projecting to break even at the end of the financial year. It can be seen that the Youth Service has the capacity to deliver savings within the context of its 2019/2020 budget and in-line with the MTFS savings proposal.

3.9. Recommendation for change

3.9.1. It is proposed that the Youth Service should deliver a mixed economy of youth provision that will offer greater economies of scale to better and more effectively use the Youth Service budget following the implementation of the MTFS savings. The mixed economy youth provision will include:

3.9.1.1. **Commissioned universal Youth Hubs and specialist projects:** Given the better value for money demonstrated by the current commissioned services, it is proposed that, in future, the commissioning model should be expanded to

encompass the full range of universal Youth Hub provision and specialist projects. These would utilize both our high-quality in-house Youth Hubs and partner premises such as in schools or the CVS. Universal youth work could be delivered in a variety of formats including, for example, through detached youth work which would deliver in locations of greatest need. Specialist commissioned projects could focus on particular groups, for example, SEND, LGBTQi provision or particular programmes such as arts and sports. The details of these specialist commissioned projects will need to be considered further.

3.9.1.2. **New youth provider contracts:** Future contracts awarded to the VCS will provide greater consistency and standardisation to include targets for working with groups that are underrepresented in the youth service and those that need additional support, for example, girls, SEND, faith some and ethnic groups that are underrepresented in the service. Network meetings will provide opportunities for providers to collaborate and enhance the youth offer further.

3.9.1.3. **Core youth service central staffing:** It is proposed the council retain a core internal youth offer comprised of:

- **Commissioning and data team:** Contract management and governance; data analysis, Inspections, quality assurance.
- **Youth Voice and Empowerment:** Supports the Youth Council, Children in Care Council, Young Carers, and Young Mayor; working across the council to ensure high youth participation and engagement in local democracy and support networks.
- **Targeted Youth Work team:** This new team will deliver one-to-one work targeted work with vulnerable young people alongside early Help, Integrated Early Years' Service, and Youth Justice; and with other internal and external partners, using referral pathways to support young people.

- **Commissioned Projects:** The commissioned Youth Hubs and specialist projects, this may include the commissioning of SEND, LGBTQi and Arts Provision. Arts may no longer be delivered internally.
- **Management:** The strategic leadership of the Youth Service, oversees the in-house supported programme youth work teams. Develops and maintain partnerships with Early Help, Integrated Early Years' Service, Youth Justice, and other internal and external partners.

3.9.2. Appendix 5 sets out the proposed structure. Table 10 below sets out the costs associated with the proposed structure

Table 10 Proposed Youth Service Budget		
		Proposed Budget 2021/2022
		£'000
Expenditure		
Employees (excluding Business Support)		
Commissioning Function	£108k	
Data Function	£ 44k	
Targeted Youth Work Team	£485k	
Youth Voice and Empowerment	£200k	
Management Function	£ 79k	916
Premises-Related Expenditure		66
Transport-Related Expenditure		2
Supplies & Services		261
Commissioning		1,179
Support Services		196
Depreciation and Impairment Losses		66
GROSS EXPENDITURE		2,686
Income		
Other Grants/Reimbursements and Contributions		(144)
GROSS INCOME		(144)
NET EXPENDITURE/(INCOME)		2,542

3.9.3. For the purpose of calculating the annual expenditure associated with the proposed restructure it is assumed that the 2019/20 expenditure costs (premises, transport, supplies and services; depreciation and impairment losses) of £591k; and income of £144k remain the same. As a result, the overall

expenditure associated with the newly proposed service is **£2.542m** per annum. The transformed Youth Service will work with internal and external partners to produce better outcomes in response to identified needs.

- 3.9.4. The calculations in Table 10, above, are based on current terms and conditions and do not reflect the implementation of Tower Rewards. If Tower Rewards is implemented as currently stated then salary costs will increase.
- 3.9.5. Table 10, assumes that all staff have reached the top of the relevant grade.

PART B

3.10. A new contract for existing CVS commissioned Youth Hubs and specialist projects:

The Youth Service currently commissions the CVS to provide universal activity through Youth Hubs in 10 wards. Each commissioned LOT is valued at a maximum £80,000 per annum. Table 10, below, sets out the total amount of contracts and value per LOT.

Table 11 Commissioned Universal Youth Hubs				
Lot	Contract number	Ward	Youth Hub (Provider)	Contract Value
Lot 1	CS5218A	Shadwell	St Marys Youth Hub (Society Links)	£80,000
Lot 2	CS5218	Stepney Green	Exmouth Youth Hub (Newark Youth)	£77,850
Lot 3	CS5218	Poplar	The Workhouse Hub (PH)	£80,000
Lot 4	CS5218	Lansbury	Spotlight Youth Hub (PH)	£80,000
Lot 5	CS5218	Spitalfields & Banglatown	Osmani Youth Hub (Osmani Trust)	£78,008
Lot 6	CS5218	Mile End	St Paul's Way Youth Hub (PH)	£80,000
Lot 7	CS5218	Bromley North	Linc Youth Hub (PH)	£80,000
Lot 8	CS5218	Bromley South	Ian Mikardo Youth Hub (PH)	£80,000
Lot 9	CS5218	Bow West	Street & Detached Provision (PH)	£80,000
Lot 10	CS5218	Bow East	Eastside Youth Hub (Poplar Harca)	£80,000
Total Contract Value				£795,858

3.10.1. There are three specialist provisions which offer a borough wide service to all our young people. These are special services and meet specific needs of young people which could not be offered either through in-house or commissioned hubs. However, as part of the transformation phase there may be a possibility to offer such services directly from the hubs.

Table 12 Commissioned Specialist Projects			
Project name	Contract number	Description	Contract Value
Step Forward	RFQ	Project providing youth activities and support to Lesbian Gay Bisexual, Transgendered and Questioning (LGBTQ) young people aged 12 to 19, and up to age 25 if they have a learning difficulty or disability.	£25,000
The Tower Project	CS5217	Provides support positive activities to children and young people, aged 12 to 25, who have Special Education Needs and Disabilities young people	£50,000
Half Moon Theatre	RFQ	Provides a pilot junior youth activity programme for children aged 11 to 12 in the form of a term-time only targeted programme; and a universal access holiday programme.	£70,000
Total Contract Value			£145,000

- 3.10.2. The total value of commissioned youth contracts is £940,858.
- 3.10.3. The new contract is being requested from 1st April 2020 to 31st March 2021.
- 3.10.4. This new contract is being requested to allow for continuity of service provision whilst the Youth Service to be restructured as proposed in Part A of this report. The 12 months of the extension will allow for the restructure to be completed.
- 3.10.5. The Youth Service Review findings will help inform new 2021 contract specifications for CVS commissioned youth activity providers.
- 3.10.6. The Youth Service's current specification for commissioned contracts is very output based and the newly devised contract specification will focus on the delivery of outcomes.

4. CONCLUSION/NEXT STEPS

- 4.1. If Cabinet agrees to the proposed restructure of the Youth Service, it will commence in March 2020 and conclude in March 2021.
- 4.2. If Cabinet agree to issue new contracts to existing commissioned providers. These will commence from 1st April 2020 to 31st March 2021.
- 4.3. A series of meetings will be held with key stakeholders, including young people and parents, to make them aware of the changes.
- 4.4. The Handling Organisational Change procedures will be followed for the Youth Service transformation including full consultation with staff.

5. EQUALITIES IMPLICATIONS

- 5.1. A full equality impact assessment will be undertaken as part of the restructure process

6. OTHER STATUTORY IMPLICATIONS

- 6.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure

decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

7. COMMENTS OF THE CHIEF FINANCE OFFICER

- 7.1. The Youth Service currently has a budget of £3.606m of which £941k is spent on externally commissioned provision. However, £399k of this budget relates to business support which is been centralized in 2020 and hence excluded from the proposed changes to the youth service. The service is projecting a balance position at the year end.
- 7.2. The restructuring of the Youth Service is underpinned by the MTFS savings proposal. The total savings target for the service is £667k. The detail of these savings are to be achieved through *transformation of service delivery following the Youth Service Review (SAV / CHI 004 / 20-21)* which will save £50k in 2020/21 and £450k in 2021/22; and the *rationalisation and development of early help services from conception to age 25 (SAV / CHI 001 / 20-21)* which will save £167k.
- 7.3. The recommended proposal on this report is for the Youth Service provision to be delivered through a mixed economy. The available expenditure associated with restructure is £2.542m (assuming other budgets are unchanged including supplies and services; transport; support services; depreciation and impairment loss; and premises related expenditure).
- 7.4. Therefore, based on the above the MTFS savings required from this restructure are deliverable.

8. COMMENTS OF LEGAL SERVICES

- 8.1. The Council has the legal power to operate its Youth Service as a mixed economy service. The Council has the legal power to purchase any or all of its services from external providers and or

to create its own external trusts and companies from which it can buy the services.

- 8.2. In the event that the Council determined to set up some form of owned company or trust to deliver part of the service the Council would be entitled to purchase services from the set up organisation without further competition provided the Council can demonstrate that it has the same level of control over the set up organisation as it does over own of its own departments.
- 8.3. Where the Council intends to purchase further services for the provision of Youth Services the Council will undertake a competitive exercise in respect of each purchase. However, in general the services fall under Part 3 of the Public Contracts Regulations 2015. This means that where the value is high, the contract opportunity will need to be advertised in the European Journal. However, the procurement process itself does not need to follow a prescribed format, provided that overall process complies with the general treaty principles of openness, transparency and non-discrimination.
- 8.4. Where the Council decides to purchase a service externally when previously the same service was provided in house, then the Council will need to consider any staffing issues which may include the need for consultation.
- 8.5. The Council must ensure that it complies with its obligations under the Equality Act 2010. Therefore, as each part of the service is renewed, the Council will undertake Equality Assessments in order to determine whether or not the decisions that are under consideration will have an impact on persons with a protected characteristic. The Council will also undertake such other actions as are reasonably necessary to understand the impact which may include consultation. This will be undertaken at a point where the final decisions are still at a formative stage in each case.
- 8.6. These are services that need to be provided as they relate to vulnerable people. The Council has a statutory duty to provide appropriate local youth services to improve young people' well-being. A disruption to these services will therefore expose the Council to risk. It is clear from the report that a one off contract with current providers will enable the Council to prepare a new specification to reflect the services restructure and go out to tender upon contract expiration. This shows that there is no intention to avoid competition.

Appendices

- Appendix 1 Attendance pattern for the in-house Youth Hubs
- Appendix 2 Current Youth Service Structure
- Appendix 3 Local Community Fund Projects
- Appendix 4 List of Mayors Young Londoners Fund
- Appendix 5 Proposed Youth service Structure
- Appendix 6 The Youth Service Review Survey Findings Report

Background Documents

- None

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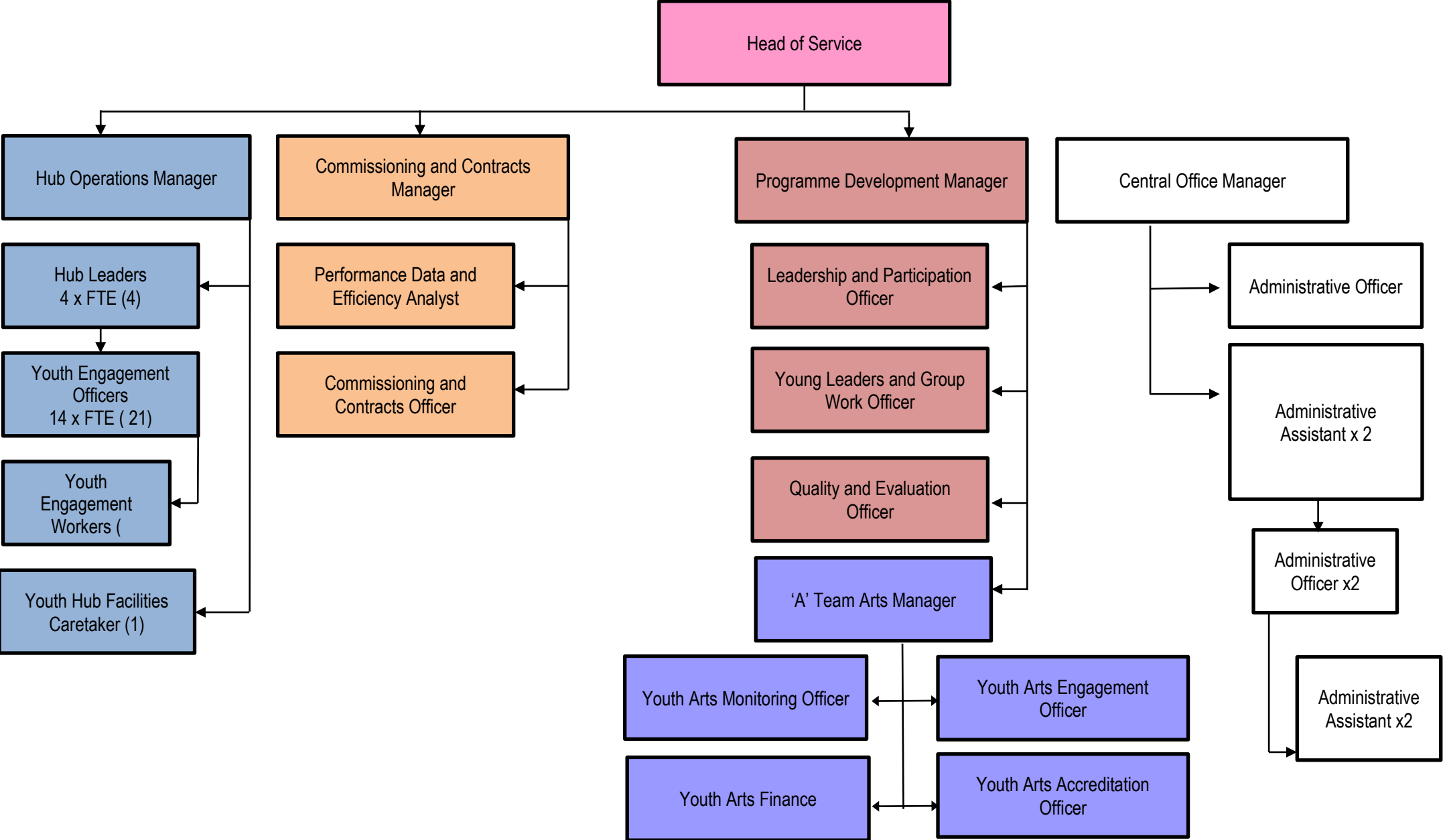
Appendix 1.
Attendance pattern for the in-house Youth Hubs
April 2019 – December 2019

Youth HUB	Aggregate Attendance					Total Aggregate Attendance	Unique Young People
	Mon	Tue	Wed	Thu	Fri		
Christian St	875	1296	871	883	911	4836	314
Collingwood*	n/a	16	13	98	917	1044	276
Columbia	762	847	822	1024	860	4315	322
Haileybury	642	613	659	532	636	3082	642
Limehouse*	176	270	415	442	7	1310	142
St Andrews Wharf*	46	149	77	295	30	597	158
Tramshed*	519	530	856	529	294	2728	207
Wapping	280	291	308	342	316	1537	95

- Over the stated period 2156 unique young people attended the youth hubs, on 19,449 occasions; average attendance 9 occasions.
- On any week day night, an average of 97 young people attended a session across the 8 in-house hubs.
- The night attendance ranges from 4 – 16 per night.
- Young people across the 8 in-house hubs, attend the youth hubs more on Tuesday - Fridays.

* Please also note that some numbers are significantly low as some centres are still uploading data.

Appendix 2.
Current Staff structure: Tower Hamlets Youth Service



Appendix 3
Local Community Fund

Theme	Organisation	Short Project Description	Geographic Area served	Recommend (Total 42 months) £
Theme 1 - Scheme A: Children, Young People and Families	Canaan Project	Canaan Project - Isle of Dogs: The project provides activities for young women aged 11-19 on the Isle of Dogs. Working with George Green's school and Café Forever we offer activities including cooking, craft, sports, and inspirational workshops at our weekly lunch and after school clubs as well as opportunities to join us for regular trips.	Island Gardens, Canary Wharf, Blackwall and Cubitt Town	104,111
Theme 1 - Scheme A: Children, Young People and Families	Half Moon Young People's Theatre	Professional Theatre and Inclusive Participatory Drama for young people: Professional theatre shows and inclusive participatory drama opportunities in an accessible and welcoming venue. The activity is for children and young people from 0-18 (or 25 for disabled young people) from all backgrounds and abilities from across Tower Hamlets, providing free access support to anyone who needs it.	Borough wide	133,746
Theme 1 - Scheme A: Children, Young People and Families	Newark Youth London	Girls in Action: Our project aims to increase access to regular youth services by girls and young women so they develop their confidence and lifeskills; make them resilient and enable them to participate in a six month social action project and other learning opportunities so they develop their leadership, communication and organisational skills.	Borough wide, Limehouse, Shadwell, Whitechapel, Stepney Green, St Dunstan's	70,634

Theme 1 - Scheme A: Children, Young People and Families	Osmani Trust	Family Mentoring Project (FMP) 'Early Help' : The project aims to provide through family mentoring a range of Early Help support to children, young people and their families to help them overcome their immediate challenges and meet their needs in order for them to thrive in healthy and safe families.	Borough wide	126,000
Theme 1 - Scheme A: Children, Young People and Families	St Hilda's East Community Centre	St. Hilda's Girls Driven Project is an inspirational initiative designed to support, inspire, drive girls and young women to reach their full potential and realise their authentic ambitious life goals. Enhance core skills, confidence, grit, motivation, equality and leadership by building on current and long heritage of successful girls work.	Weavers, Bethnal Green	57,624
Theme 1 - Scheme A: Children, Young People and Families	Stifford Centre Limited	Stifford Young Girls Project : The Project will run a Young Girl's Club that will offer disadvantaged young girls a safe space in which they can socialise, participate in a range of activities that encourage their wellbeing, improve confidence and learn skills that are useful for their future development.	St Katherine's and Wapping, Shadwell, Whitechapel, Stepney Green, St Dunstan's	50,974
Theme 1 - Scheme A: Children, Young People and Families	The Yard Theatre Ltd	Tower Hamlets Teens : This project offers free, fortnightly youth leadership workshops, weekly drama workshops, summer masterclasses, and schools performances for Tower Hamlets teenagers. Delivered at Tower Hamlets assets, Hub67, The Yard, and local schools, it increases access to youth services, improves participants' health and wellbeing through cultural activities, and supports community cohesion through public events.	Borough wide, Bow West, Bow East	129,196
Theme 1 - Scheme D: Healthy living and healthy choices	London Tigers	Exercise in health: BAME women, children and young people : Exercise for health project delivers a series of sports, physical activities and health-related workshops for women, young people and children to make positive choices about their health and wellbeing. It will provide pathways to stay involved, excel in sports, and develop healthier habits for life.	Blackwall and Cubitt Town, Bromley North, Whitechapel, Stepney Green, St Dunstan's Weavers	149,590

Theme 1 - Scheme D: Healthy living and healthy choices	Mudchute Association	Playing out at Madchute: We will use Mudchute's unique natural facilities to provide a range of freely chosen play opportunities in a safe, stimulating environment. Enabling children access to participate in freely chosen, innovative leisure and sporting activities will promote; exercise, healthy eating, social and life skills through the process of 'Learning through Play'	Borough wide, Canary Wharf	70,000
Theme 1 - Scheme D: Healthy living and healthy choices	Newark Youth London	The Healthy-Active-Together (HeAT): The project will offer a wide range of sports and physical activities across the borough with the objective of engaging inactive young people (10 to 25) and their families in regular sports and physical activities to improve health and wellbeing, and reduce isolation and exclusion.	Borough wide, Limehouse, Shadwell, Whitechapel, Stepney Green, St Peter's, Bethnal Green	98,399
Theme 1 - Scheme D: Healthy living and healthy choices	The Royal Society for Blind Children	Live Active, Live Well Tower Hamlets: The project will enable 60 blind and partially sighted young people aged 8-25 to gain the confidence and motivation to participate in physical activities and inform their ability to make healthier choices over the next three years.	Borough wide	63,463
Theme 1 - Scheme E: Improved inclusion, health and well-being outcomes for disabled people and people experiencing mental health issues	St Hilda's East Community Centre	St Hilda's Surjamki Disabled Youth Project: The Surjamki disabled youth project supports young people with learning and physical disabilities across Tower Hamlets, offering a range of educational and recreational opportunities and free wheelchair accessible minibus transport.	Borough wide	45,231

Theme 2 - Scheme B: Online Safety	SocietyLinks Tower Hamlets	The E-Safety Champions: The project will train local women to become 'champions' for e-safety in the community. Weekly workshops will cover all areas of online safety. Once trained, our champions will go into schools and community groups to spread their knowledge to young people and parents/carers through presentations and workshops	Whitechapel	20,293
Theme 2 - Scheme B: Online Safety	Sporting Foundation	Building Digital Resilience: Sporting Foundation will build the digital resilience of children and young people and raise the awareness of online safety with parents so that as families they are safe from risk and able to utilise digital resources and managed effectively and reduces harm.	Borough wide	30,811
Theme 4 - Scheme B: Reducing barriers to employment for disadvantaged groups	St Giles Trust	Choices Tower Hamlets: We will support NEET Young people who are facing multiple disadvantages to access education, skills development and employment. The project will deliver credible, consistent and holistic work via individualised one-to-one support, supporting the young person to address and overcome barriers to raise their aspirations and towards reaching their potential.	Borough wide	198,800
Theme 4 - Scheme C: Support focused on increasing access to art and cultural industries	Auto Italia South East	Learning Live! is a training and mentoring programme designed to support young people in Tower Hamlets progression into higher education courses, with the aim to aim to increase access into the art and cultural industries.	Borough wide	38,500
Theme 5 - Scheme A: Reduction in the exploitation of children, young people and other vulnerable groups	Kazzum Arts	Build: The project will support young people excluded from mainstream education, currently educated at a pupil referral unit (PRU) in Tower Hamlets. Students in this setting are at risk of exploitation and coercion into criminal activity. Through a programme of creative activities our project will develop confidence, emotional literacy and interpersonal skills.	Bethnal Green	63,552

Theme 5 - Scheme A: Reduction in the exploitation of children, young people and other vulnerable groups	Osmani Trust	Schools and Community Resilience Programme: This proposal seeks to: 1. transform and change the attitudes and behaviour of secondary school children; improving their confidence, critical thinking skills and emotional intelligence. 2. Deliver a peer programme engaging young people as ambassadors to their peers, changes attitude, promotes understanding, increase community cohesion and ultimately empowers young people.	Borough wide	125,843
Theme 5 - Scheme A: Reduction in the exploitation of children, young people and other vulnerable groups	Streets of Growth	The Resilient Young Leaders Programme: The Project is an innovative, impactful initiative led by and for young people (15-19 years) to enable young people to build skills and capacity to feel safe, confident, and responsible when demonstrating the community safety and positive change they want to see in their neighbourhoods.	Borough wide	90,356
Theme 5 - Scheme B: Improving the perception of young people in the community	Four Corners Ltd	Into Focus Photography Project: offers an intergenerational photography project for 24 people each year (12 young people aged 14-25 years and 12 over-50s). Groups will create work for a final exhibition, focusing on social perceptions and misconceptions between older and younger people to promote positive attitudes and increasing mutual understanding.	Borough wide, Poplar, Lansbury, Bow West, Bow East, Shadwell, Stepney Green, Bethnal Green	58,044
Theme 5 - Scheme B: Improving the perception of young people in the community	Leaders in Community	Project Connect: A group of young people recruited by LiC will collaborate with older people to design a programme of activities and celebrations, which enable long-term social connections to be made, and ideas and points of view to be exchanged. The outcomes of the activities will be shared with the wider community.	Borough wide	68,391

Theme 5 - Scheme C: Services for people affected by domestic violence or other unsafe circumstances	Look Ahead Care and Support	Domestic Abuse Children's Worker: A specialist Domestic Abuse Children's Worker to support children who are vulnerable due to early exposure to domestic abuse. Providing emotional support through age appropriate engagement, e.g. play, to address challenges faced by children living at our LBTH Domestic Abuse Service and in the community.	Borough wide	141,825
				1,935,383

Appendix 4
List of Young Londoners Fund Projects delivered in Tower Hamlets

Organisation	Type of Young Londoners Fund project	Grant value £	Project description	Borough(s) delivered in
SocietyLinks	Young Londoners Fund Small Grant Round 1	£90,000	Tunes against Knives: This project works with young people at risk of involvement in knife crime by involving them in a programme of preventative music and educational activities. The project includes works shops in music studios, production of music videos to highlight the dangers of knives, educational workshops and engagement with local families.	Tower Hamlets, Newham, Hackney
Poplar HARCA	Young Londoners Fund Large Grant Round 1	£767,635	GET INVOLVED: This 3 year project is funded by the Young Londoners Fund to provide 3 youth hubs in Bow East, Mile End and Bromley South . Each hub delivers over 3 evenings per week for 50 weeks each year. The project is funded to engage 900 unique young people each year under three themes: Get Active, Get Creative and Get Inspired . The focus of activity is on sports, arts, volunteering and, accreditation.	Tower Hamlets
Kazzum Arts Project	Young Londoners Fund Medium Grant Round 1	£116,153	The Build programme: This project works with Key Stage 3 and 4 students, using trauma-informed practice and creative processes to develop participant's ability to make positive choices and to increase the emotional literacy and communication skills of vulnerable young people through the introduction of psycho-education and restorative approaches to increase participant's capacity for self-reflection, problem solving and reducing the risk of engagement in criminal activity.	Tower Hamlets
Dawaitul Islam	Young Londoners Fund Medium Grant Round 1	£149,897	The Safe Campaign: This project will work with 800 vulnerable young people to engage, raise awareness and capacity-build in order to foster community resilience against gang violence with strategies for leading more positive lives. 120 certified Community Organising and sports leadership-trained Safe Mentors will outreach, engage and support particularly hard-to-reach peers.	Tower Hamlets

Newark Youth London	Young Londoners Fund Medium Grant Round 2	£144,375	AcE Futures: This project works through Newark Youth London's network of 6 youth clubs with 500 10-21 year olds. The project offers youth club coordinated provisions, after-school writing labs, sports activities, and a developmental programme to divert young people away from crime and violence, build resilience, and develop skills and capabilities.	Tower Hamlets
Osmani Trust	Young Londoners Fund Medium Grant Round 2	£150,000	This project provides intensive 1-2-1 mentoring to young people aged 13-21 years old to help them make cognitive behaviour change; stop their involvement in violence and criminal activities and enable them to make positive choices in life. Referrals are either from the Metropolitan Police of young people identified as being at early risk of involvement in violence, criminal activities and who have Anti-Social Behaviour (ASB) warnings or Community Protection Notice (CPN) warnings; or, young people are referred by the Pupil Referral Unit.	Tower Hamlets
Rich Mix Cultural Foundation	Young Londoners Fund Medium Grant Round 2	£149,577	Rich Mix and Grit: This project works with 20 young people per year who are aged 16-18 and who are Not in Employment, Education or Training to provide a 9 month programme of intensive coaching and personal development, creative skills support and development, and hands-on work experience of the creative sector.	Tower Hamlets
Shadwell Basin Outdoor Activity Centre (Also Known as ELMV Shadwell Basin Project)	Young Londoners Fund Medium Grant Round 2	£98,496	This project works with young people at risk of exclusion and isolation to provide a pathway towards employability. The project uses outdoor and adventure sports activities to support achievement. The project provides physical skill acquisition sessions, supportive workshops and mentor sessions covering team work, leadership, communication and focusing on growing confidence.	Tower Hamlets
South Poplar and Limehouse Action for Secure Housing	Young Londoners Fund Small Grant Round 1	£87,972	SPLASH Youth Engagement Project: This project work with hard to reach young people offering a daily drop in sessions, appointment-based sessions, training and workshops for developmental needs.	Tower Hamlets
Catalyst In Communities	Young Londoners Fund Large Grant Round 2	£270,000	This project support participants to explore their life-stories, attitudes and beliefs; enabling them to resolve personal challenges / conflicts via Coaching, Residential Intensive Trips and Digital Media / Film. The project focuses on working with young-people who are excluded / offending or at-risk of either.	Newham, Tower Hamlets , Waltham Forest

Bromley by Bow Centre	Young Londoners Fund Medium Grant Round 2	£149,779	This project works with young people aged between 15 and 21 vulnerable to engaging in criminal activity. The project offers an individualised action plan and programme to develop personal and employability skills.	Newham, Tower Hamlets
Fight for Peace International	Young Londoners Fund Medium Grant Round 2	£148,725	Fight for Peace (FFP): Works with at risk young people, providing them with the expertise, training and time they need to maximise the unique position coaches have in the lives of young people. The project offers support during sports sessions.	Newham, Greenwich, Tower Hamlets , Waltham Forest
St Giles Trust	Young Londoners Fund Medium Grant Round 1	£149,250	Be WISE: This project delivers work with the young people to address their specific needs, building on a small pilot service. The project works to support young people to make progress in education, training and employment and build a positive crime free future. The project works in partnership with employment services, St Giles Trust's London SOS gang exit/youth violence service and established partners.	Islington, Newham, Tower Hamlets
Ministry of Stories	Young Londoners Fund Medium Grant Round 2	£142,497	This project provides after-school writing labs for 10-16 year olds by using writing and one-to-one mentor support. The project also use writing to build confidence, wellbeing and literacy skills.	Hackney, Tower Hamlets
Headliners (UK)	Young Londoners Fund Medium Grant Round 1	£140,671	#Unfiltered: This project works with young people with special educational needs enabling them to carve out a safe space for themselves within schools and alternative education provision to tackle some of the underlying vulnerabilities that often lead this cohort into criminal activity. The project will use media and journalism tools to engage young people in debate.	Hackney, Islington, Tower Hamlets
Shoreditch Trust	Young Londoners Fund Medium Grant Round 2	£149,994	Blue Marble Training: This project works with young people at risk of crime and exclusion, providing kitchen-based chef and bakers training in a live restaurant environment, and wraparound support to trainees and families. The project focuses on young people whose needs aren't being met through traditional models of education, training and employment, supporting their transition into independent living and meaningful employment.	Hackney, Islington, Newham, Tower Hamlets , Waltham Forest
TransformUK	Young Londoners Fund Small Grant Round 2	£85,230	WordFORWARD: This project uses creative writing and music production to help at-risk young people explore their emotions.	Hackney, Islington, Newham, Tower Hamlets

Free to Be Kids	Young Londoners Fund Small Grant Round 1	£72,000	Thrive Outside Programme: This project provides therapeutically-structured/nature-based residential programmes, mentoring and a Young Leader's programme to support vulnerable children.	Hackney, Islington, Lambeth, Lewisham, Newham, Southwark, Wandsworth, Tower Hamlets
Hackney Play Association	Young Londoners Fund Small Grant Round 2	£90,000	My Space: This youth led project works with young people at risk of involvement in criminal activity. Activity programmes will be delivered from 3 adventure playgrounds in Hackney. Activities include environmental awareness, creation of safe spaces, positive engagement with police and emergency services, and education and accredited skills development.	Hackney, Haringey, Islington, Tower Hamlets
ELATT	Young Londoners Fund Medium Grant Round 1	£147,516	Connected Youth: This project is a reengagement programme for young East Londoners aged 14-21 who are at risk of exclusion and have not yet succeeded within mainstream education settings due to SEND or other additional needs. The project offers an holistic package including wraparound support and one-to-one mentoring leading to taster sessions to formal training or work experience.	Hackney, Haringey, Islington, Newham, Tower Hamlets , Waltham Forest
ThinkForward	Young Londoners Fund Medium Grant Round 1	£148,500	My City, My Future: This project works with disengaged young people to develop the mindset and skills needed to make positive choices, improve their wellbeing and gain employment. The project offers a coaching programme to	Hackney, Haringey, Havering, Islington, Lewisham, Newham, Redbridge, Tower Hamlets , Waltham Forest
Football Beyond Borders	Young Londoners Fund Medium Grant Round 2	£114,225	This project works with 120 disadvantaged young people, per year, who are at risk of exclusion or criminal involvement. The project combines classroom project-based learning activities with outdoor football sessions. The project organises trips to inspirational professional offices. Participants are drawn from the 600+ young people that attend FBB's existing schools' programmes.	Croydon, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets
Black Training and Enterprise Group	Young Londoners Fund Medium Grant Round 1	£150,000	Route2Success: Works with BAME young people aged 10-18 to provide positive role models from similar backgrounds, supporting with careers advice, entrepreneurial skills, making positive choices and guidance to overcome obstacles. The project links with with Schools, Pupil Referral Units, Young Offender Institutions and Prisons providing workshops delivered by volunteer role models.	Croydon, Enfield, Greenwich, Hackney, Haringey, Lambeth, Lewisham, Tower Hamlets , Waltham Forest

Word On The Curb	Young Londoners Fund Small Grant Round 1	£34,500	This project seeks to upskill 'at risk' largely BAME young people aged 16-21 providing them with skills in content film production and creation for online publication and employment opportunities. Young people will be supported to find gainful employment in the media industry.	Camden, Hackney, Newham, Tower Hamlets , Waltham Forest
Islington Somali Community (ISC)	Sport Unites Small Grant	£62,075	ISC Links: Works with young Somalis at risk of anti-social activity and isolation in weekly sports activities to improve fitness, team work and leadership skills. The project includes a Job Club with mentoring support to encourage progress into training and employment.	Camden, Hackney, Islington, Tower Hamlets
The Film and Video Workshop	Young Londoners Fund Medium Grant Round 2	£104,017	This project provides support to 72 young people aged 16-21 with special educational needs and disabilities at risk of exclusion or involvement in criminal activity. Referrals are via City and Islington College. The project offers a tailored work experience programme, one day a week, for between 4 to 12 months in a media production company, or a computer and tech repair workshop.	Camden, Hackney, Haringey, Islington, Tower Hamlets
Element	Young Londoners Fund Small Grant Round 2	£78,000	Element Creative Arts Projects and Network with Care Leavers: This project offers creative projects and an alumni network to care leavers (16-21) across London. The projects will use visual art, performance art and creative writing as a way for participants to explore their strengths, motivations, and identity, and provide the opportunity to get a qualification.	Brent, Kensington & Chelsea, Tower Hamlets , Waltham Forest, Westminster
Deafinitely Theatre	Young Londoners Fund Small Grant Round 2	£73,505	Deafinitely Youth Company: This project works with deaf young people in London, by providing a drama training scheme offering more than 45 workshop, production, work experience and training/development activities. The project aims to empower deaf participants to develop vital social skills and confidence, gain qualifications and undertake work experience so they can integrate more fully into mainstream society.	Brent, Ealing, Harrow, Hillingdon, Hounslow, Kensington & Chelsea, Merton, Tower Hamlets , Waltham Forest

Serious About Youth (SAY)	Young Londoners Fund Small Grant Round 1	£66,000	Construkt: This project works with young people in South London, particularly from disadvantaged backgrounds and Croydon, to introduce them to the range of fantastic career pathways in the construction/engineering sector to highlight that there are positive pathways that they can pursue and to give them access to businesses, professionals and opportunities.	Bexley, Bromley, Croydon, Greenwich, Kensington and Chelsea, Kingston upon Thames, Lambeth, Lewisham, Merton, Newham, Richmond upon Thames, Southwark, Sutton, Tower Hamlets , Wandsworth, Westminster
National Youth Theatre of Great Britain	Young Londoners Fund Small Grant Round 2	£89,673	Skills for Life through Inclusive Drama: This project works with young people with learning disabilities. The National Youth Theatre is working with Samuel Rhodes Special School in Islington to develop a model of creative education and employment opportunities to help reduce the risk of involvement in criminal activity among young people with learning disabilities.	Barnet, Brent, Camden, Hackney, Islington, Tower Hamlets
Wac Arts College	Young Londoners Fund Medium Grant Round 1	£146,576	Stay Safe project: This project works with to young people that attend Wac Arts College, their peers who are at risk, as well as younger children and young people who find themselves in alternative education without some form of early intervention. The project delivers positive activities and educational activities.	Barnet, Brent, Camden, Enfield, Hackney, Hammersmith & Fulham, Haringey, Islington, Kensington & Chelsea, Tower Hamlets , Westminster
Key4Life	Young Londoners Fund Medium Grant Round 1	£149,880	This project offers a range of interventions including intensive weekly support for young males released from prison and those who are at risk in the community, training ex-offender role models to broker positive discussions between young people and the police and delivering youth-led assemblies and workshops at London schools.	Barnet, Brent, Camden, Ealing, Hammersmith and Fulham, Harrow, Hounslow, Kensington and Chelsea, Lambeth, Southwark, Tower Hamlets , Westminster

LifeLine Community Projects	Young Londoners Fund Medium Grant Round 1	£146,722	Street Lives: This project work with young people at-risk of exclusion and involvement in criminal activity by providing them with opportunities to improve their wellbeing, resilience and to make meaningful engagement in school and the community. The project offers creative music workshops, mentoring and extracurricular activities	Barking and Dagenham, Havering, Newham, Redbridge, Tower Hamlets , Waltham Forest
Newham All Star Sports Academy (NASSA)	Young Londoners Fund Medium Grant Round 2	£134,920	This project works with young offenders and those at risk of offending on the realities of knife crime and gang culture. The project will support around 400 young people to attend knife crime workshops run in partnership with the Metropolitan Police; gain basketball coaching and officiating qualification; be trained in First Aid; receive mentoring and careers advice from NASSA's team of Mentor Leaders; learn about every facet of the London Air Ambulance; and, attend talks by healthcare professionals (doctors, paramedics) and receive careers advice on joining the emergency services.	Barking and Dagenham, Hackney, Newham, Redbridge, Tower Hamlets , Waltham Forest

Appendix 5
Proposed Staff Structure: Tower Hamlets Youth Service

