

Young Tower Hamlets Progress Update

Scrutiny
June 2024



Contents

Introduction	<ul style="list-style-type: none">Our strategic ambitionThe journey so farContext and evidenceThe interim model
The model	<ul style="list-style-type: none">The future Young Tower Hamlets staffing modelApproach to recruitmentSafe Spaces
Strategy Development	<ul style="list-style-type: none">Young Tower Hamlets StrategyHackathon consultation eventsSummary of young people's feedbackStaff charterTheory of change
Governance	<ul style="list-style-type: none">Finance overviewImplementation planGovernance structure



Our Strategic Ambition

Strategic priorities, Young Tower Hamlets

- Priority 3: Accelerate education
- Priority 4: Boost culture, business, jobs and leisure
- Priority 5. Invest in public services
- Priority 6. Empower communities and fight crime
- Priority 8. A council that works for you and listens to you



The change programme

- A safe space in every ward
- A workforce that reflects the community
- A skilled and qualified workforce
- Commissioning of specialist youth provision
- What the young people say

Where are we now

- 8 universal youth sites operational
- Targeted Youth Support & Integrated Detached Team operational
- Sports offer expansion
- Mayor Small Grants allocation
- Extension to the commissioned provider contracts



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The Context and Evidence



The need is increasing

Demand of services for young people has increased dramatically through the pandemic and has been exacerbated even further in the face of cost-of-living crisis and overcrowded housing affecting young people and their families across the borough. This is also in a context of Tower Hamlets having an overall young population and a significantly higher rate of young people living in poverty.

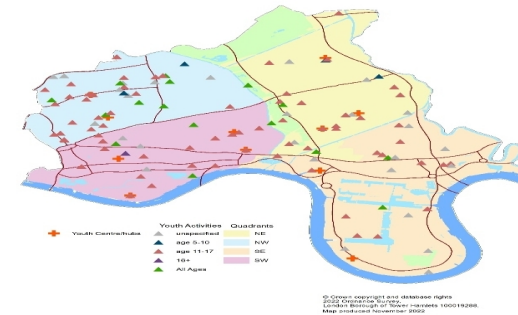
The investment reducing

A significant reduction in funding to youth services at a local and national level over the past decade has led to an increase in crime and anti-social behaviour and lack of safe spaces for young people to go outside of school hours or during holiday periods.

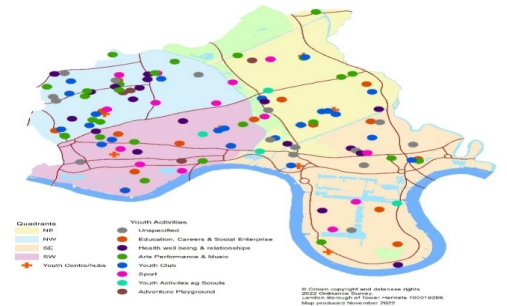
The evidence is growing

A comprehensive analysis of existing youth provision mapping took place at a borough wide level to inform the detailed plans for the new growth.

Youth Provision (by age)



Youth Provision by activity & location



The ONS mid-year estimates also informed the delivery model as it highlighted the rising adolescents that will be potential service users in the next 2-6 years.

Rank	Ward	5-10 years	Ward	11-19 years	Ward	20-25 years
1	Bethnal Green	2,311	Bethnal Green	3,070	Whitechapel	3,600
2	Blackwall & Cubitt Town	2,088	Blackwall & Cubitt Town	1,745	Bethnal Green	3,312
3	Bow East	1,856	Bow East	1,768	St Peter's	2,557
4	Bow West	1,567	Bow West	1,387	Mile End	2,548
5	Bromley North	1,531	Bromley North	1,227	Blackwall & Cubitt Town	2,465
6	Bromley South	1,529	Bromley South	1,963	Spitalfields & Banglatown	2,332
7	Canary Wharf	1,441	Canary Wharf	1,309	Canary Wharf	1,884
8	Island Gardens	1,441	Island Gardens	1,322	Bow East	1,821
9	Lansbury	1,432	Lansbury	2,708	Island Gardens	1,664
10	Limehouse	1,383	Limehouse	406	Lansbury	1,500

The next slide presents a full needs assessment of the borough which sets out where the areas of need and focus should be aligned to over the coming years.

Other models for youth provision were considered as part of the service design work.

Recommendations for Next Steps

Strategy Development

To be completed by August 2024

Commissioning & Partnerships

Finalising the commissioned offer and budget by September 2024

Safe Spaces

Refurbishment to be completed by 2025

Skilled and qualified workforce

Commences in June 2024 this will be on-going

Quality Assurance & Performance

Recruitment of PDL, development of QA framework and datasets to be completed by December 2024

Workforce Development

Training programme in place.
Workforce development strategy is in development it will be implemented by December 2024



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The journey so far

January 2024

- Launch of the Supporting Families Redesign

- **February 2024** Midway Consultation Meeting with staff to feedback on the proposed YTH structure.

March 2024

- End of Consultation meeting with staff.

August 2023

- Summer programme launch

September 2023

- Relocation of Sports Team & development of new sports offer

April 2023

- Cabinet report agreed
- Project Team recruitment underway
- Hackathons in planning phase

May 2023

- Hackathons delivered
- Launch of youth & parent survey

6

7

June 2024

- Young Tower Hamlets Strategy Drafted
- YTH new structure go live

April 2024

- Final structure announced.
- Development of the Youth Work Statutory Duty delivery plan.
- Draft Hackathon report received.
- +1 Contract Extension Letters to providers

5

- **October 2023** Additional two youth centres open, 7 in total
- National Youth Work Week
- Hackathon delivered jointly with specialist providers.
- **November 2023** First YTH Away Day
- **December 2023** Data Dashboard in development and Needs Assessment completed

4

3

- **June 2023** Logo and Branding created
- Interim operational teams recruited across Universal & Detached
- YTH delivery timetable developed
- Training programme, policies & procedures created
- **July 2023** Mayors Launch Event at Haileybury
- Goulston St & Columbia Rd live

2

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- **June 2022** launch of new Borough Strategic Plan
- **July 2022** Mandate from Deputy Mayor to develop a Young Tower Hamlets model
- **September 2022** Draft Target Operating Model
- **October 2022** Operating Model agreed
- **November 2022** Define & implement programme structure & governance
- **December 2022** Cabinet report developed & LA youth settings identified for refurbishment

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The Interim Model



- The service is currently delivering via an interim model as we move through the service redesign.
- The interim model consists of a mix of permanent Young Peoples Service staff and a large proportion of agency staff as the permanent service is being restructured into Young Tower Hamlets and the scaling up of the service continues.
- The below sets out a view of the current staffing complement and service offer:

Universal

Staffing
Permanent Staffing: 1
Agency Staffing: 39

Commissioned contracts
X 4 universal £726k
X 4 Specialist £215k
X 4 Somali programmes £200k

Service offer
Delivering universal provision from 8 local authority safe spaces and have engaged from January 2024 1,760 children to date.

Detached

Staffing
Permanent Staffing: 0
Agency Staffing: 8

Commissioned Contracts
X 1 Detached £298k

Service offer
Preventative and responsive borough wide outreach using the detached youth bus. The team has engaged from January 3,095 children to date.

Targeted

Staffing
Permanent Staffing: 9
Agency Staffing: 4

Service offer
This service has been live for many years with the majority of staff permanent. The team deliver targeted youth support casework. The team have engaged with 78 children from January 2024 to March 2024.

Sports

Staffing
Permanent Staffing: 11
Agency Staffing: 8

Service offer
The service was within the Culture & Leisure in October 2023 moved into YTH. The service delivers from the Urban Adventure Base and engages with schools on GCSE programmes. The team have engaged 1,461 children from January 2024 to date.

Participation & operational support

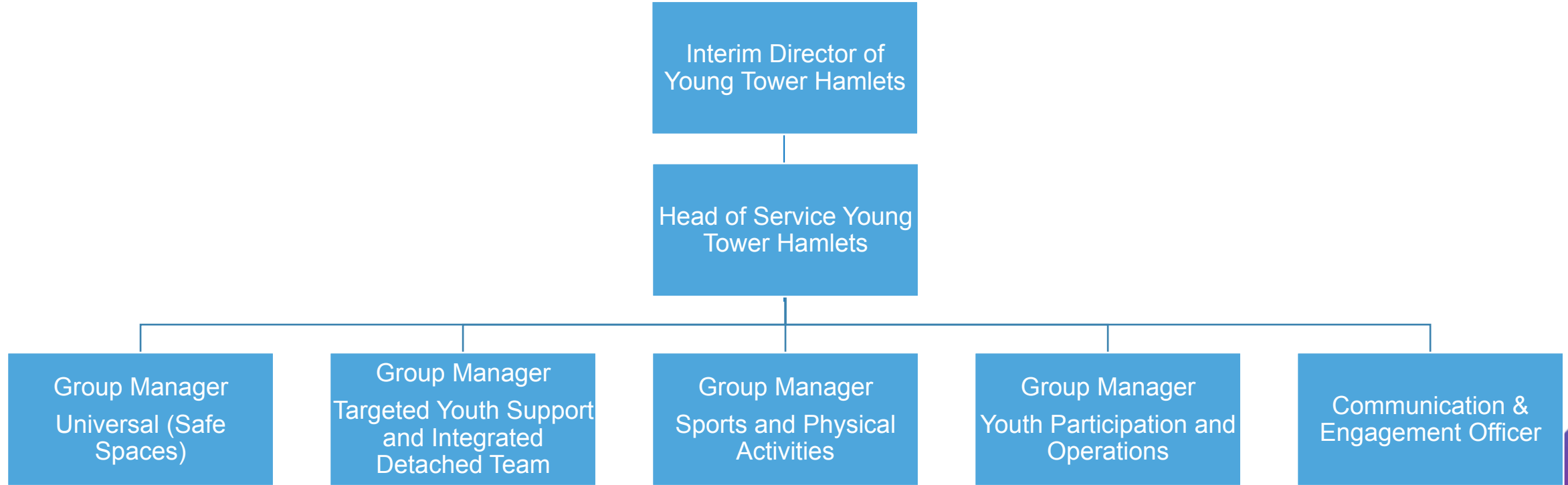
Staffing
Permanent Staffing: 5
Agency Staffing: 6

Service offer
The team has been in place for a number of years. The team support with Young Mayors team, Youth Council and engaging with Young Carers. A key achieve was the volume of children who voted for young mayor which was 7,167 out of 18,971, 38%

The Model



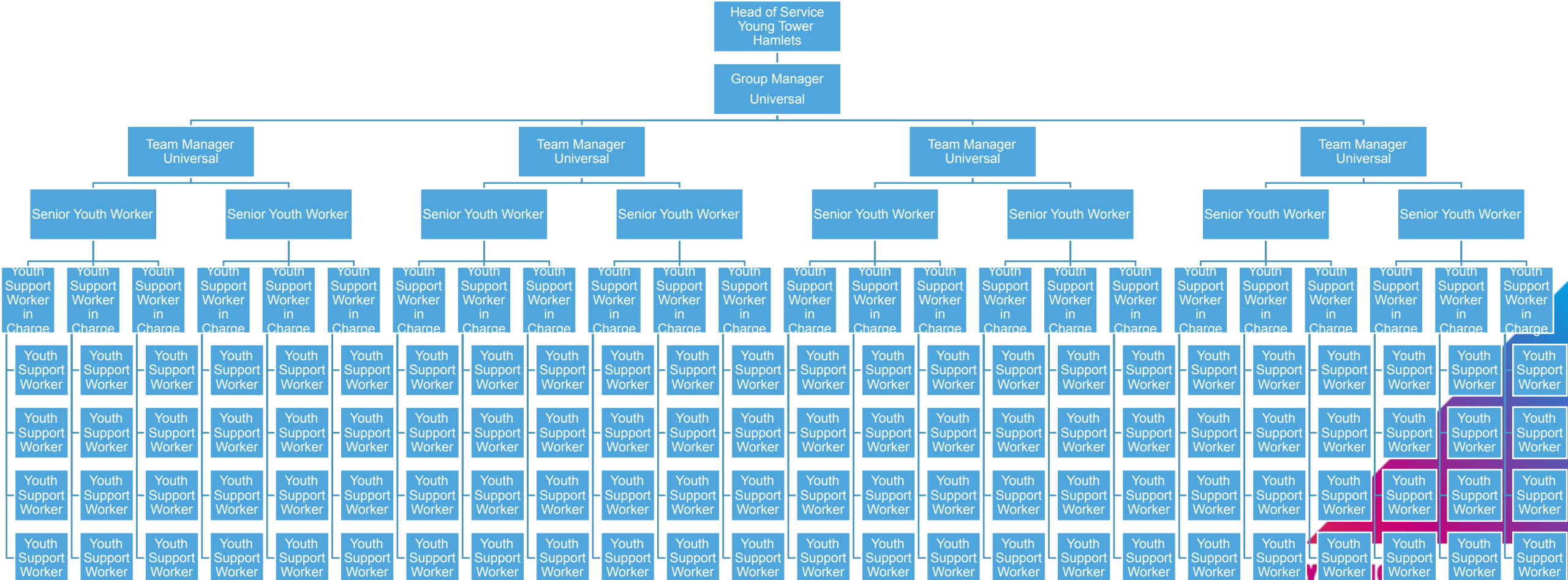
Young Tower Hamlets Management Team



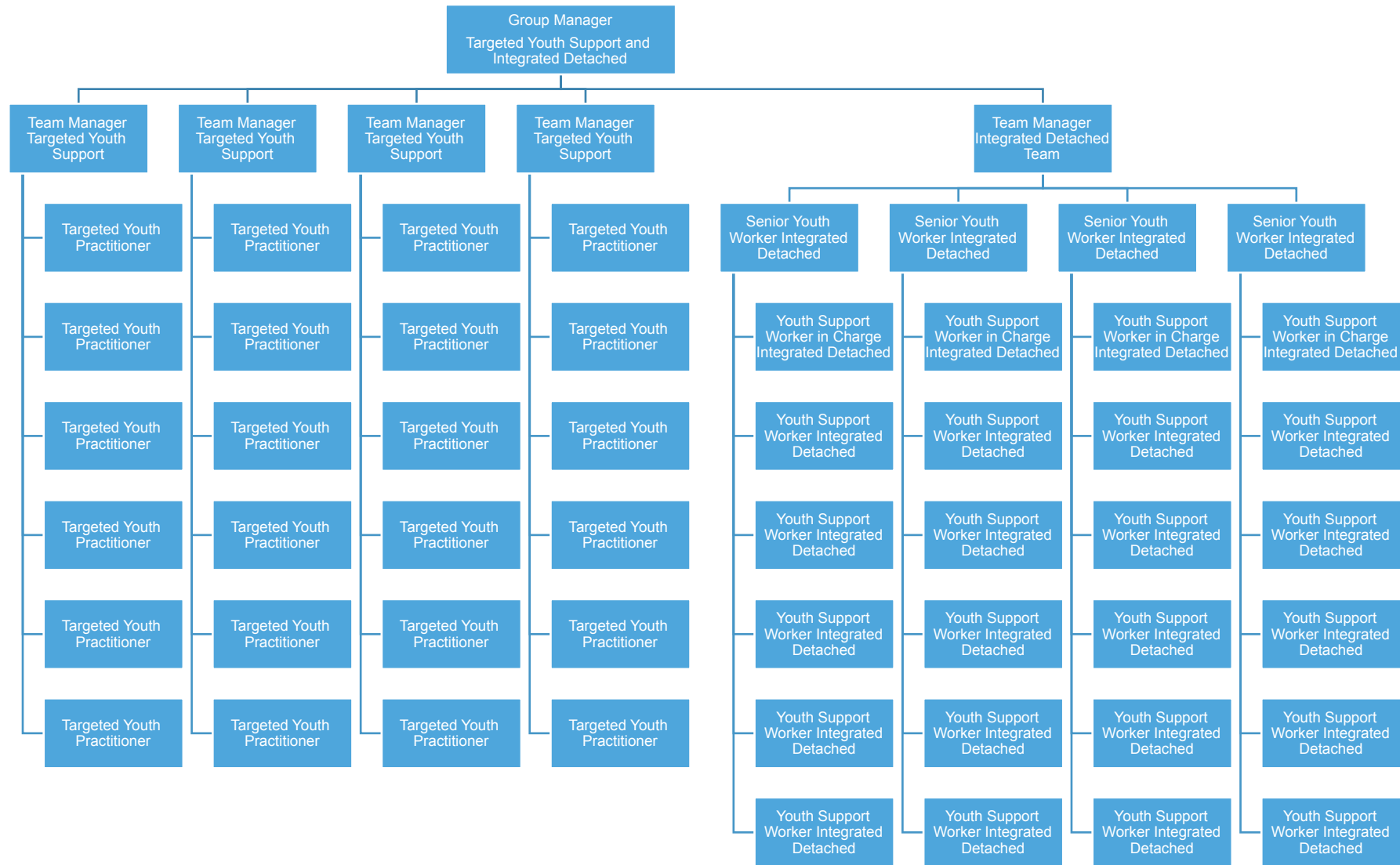
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Young Tower Hamlets Universal Team

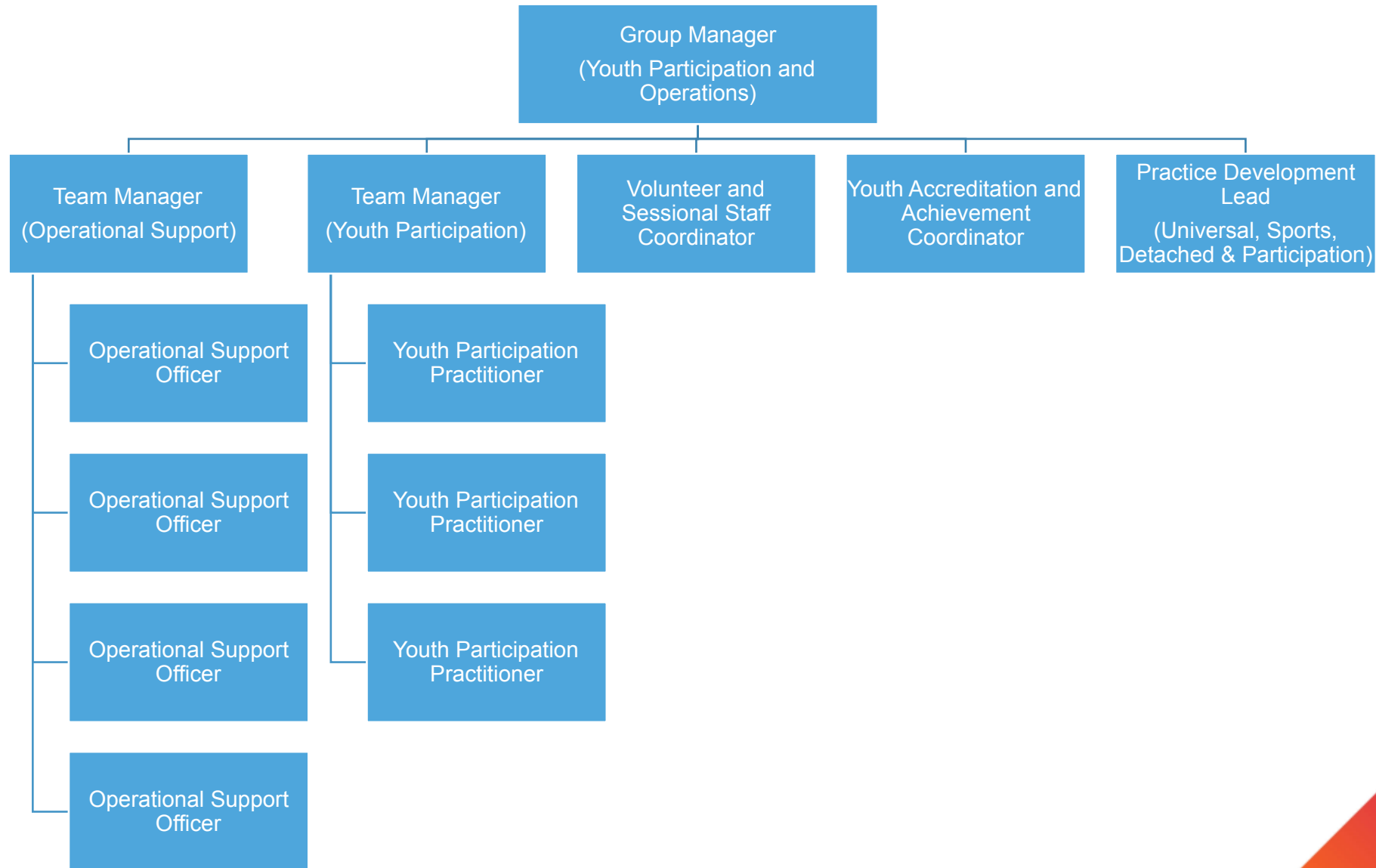


Young Tower Hamlets Targeted Youth Support and Integrated Detached Team



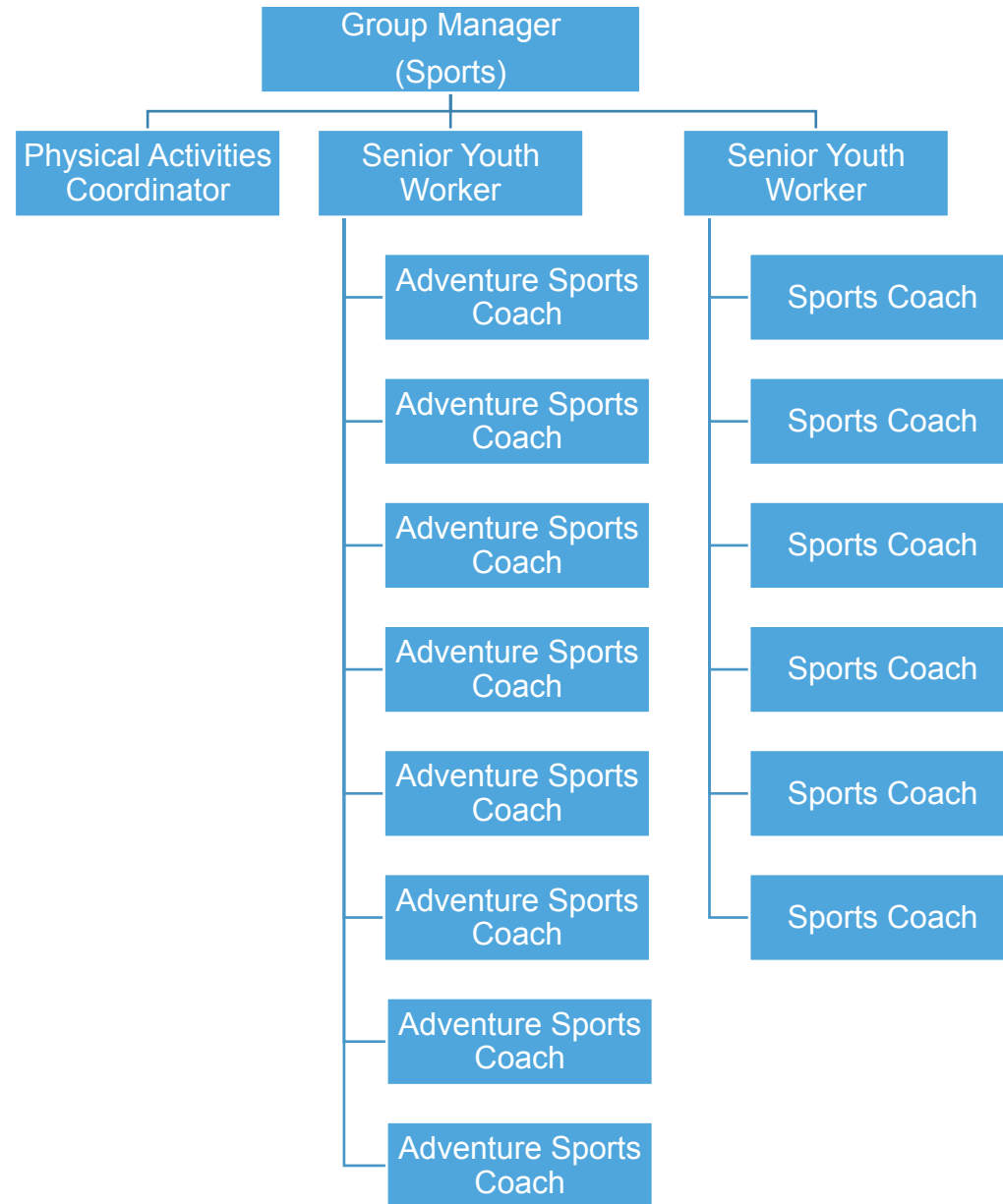
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Young Tower Hamlets Youth Participation and Operations



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Young Tower Hamlets Youth Sports Team



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Recruitment Approach

The youth service will be primarily delivered by the Local Authority with a diverse, skilled and qualified workforce including apprenticeship opportunities. As part of the transformation of the youth service it will be important to ensure that the workforce reflects the diversity of the local community and population which will be achieved as part of a comprehensive recruitment and selection campaign including:

Job Fair

Promotion in
public spaces
i.e. bus stops,
Idea's Store etc

Engage with
local universities

Website and
social media

Engage with
local faith
groups

Open days

The permanent recruitment will be overseen as part of the Young Tower Hamlets governance which includes representatives from Senior Leaders within Childrens Services and HR as well as being underpinned by a project plan which will detail the required activities and timescales.

As part of informing the approach to permanent recruitment its intended that learning will be harnessed from the interim recruitment that has already taken place as well as other significant recruitment elsewhere within the Council (e.g., Tower Hamlets Enforcement Officers).

All permanent positions will be advertised via the Tower Hamlets internet and intranet as well as consideration given to utilising an external recruitment agency to support the campaign and coordination due to the scale and high volume of interest.

Due to the scale and structure, there will be a range of positions providing progression opportunities for potentially internal and external candidates as well as a range of workforce development opportunities.

The first phase of the recruitment will focus on recruiting to the management roles i.e. Director, Head of Service, Group Managers and Team Managers.

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Safe Spaces Refresh

Young Tower Hamlets universal offer is currently delivered from the following safe space settings:

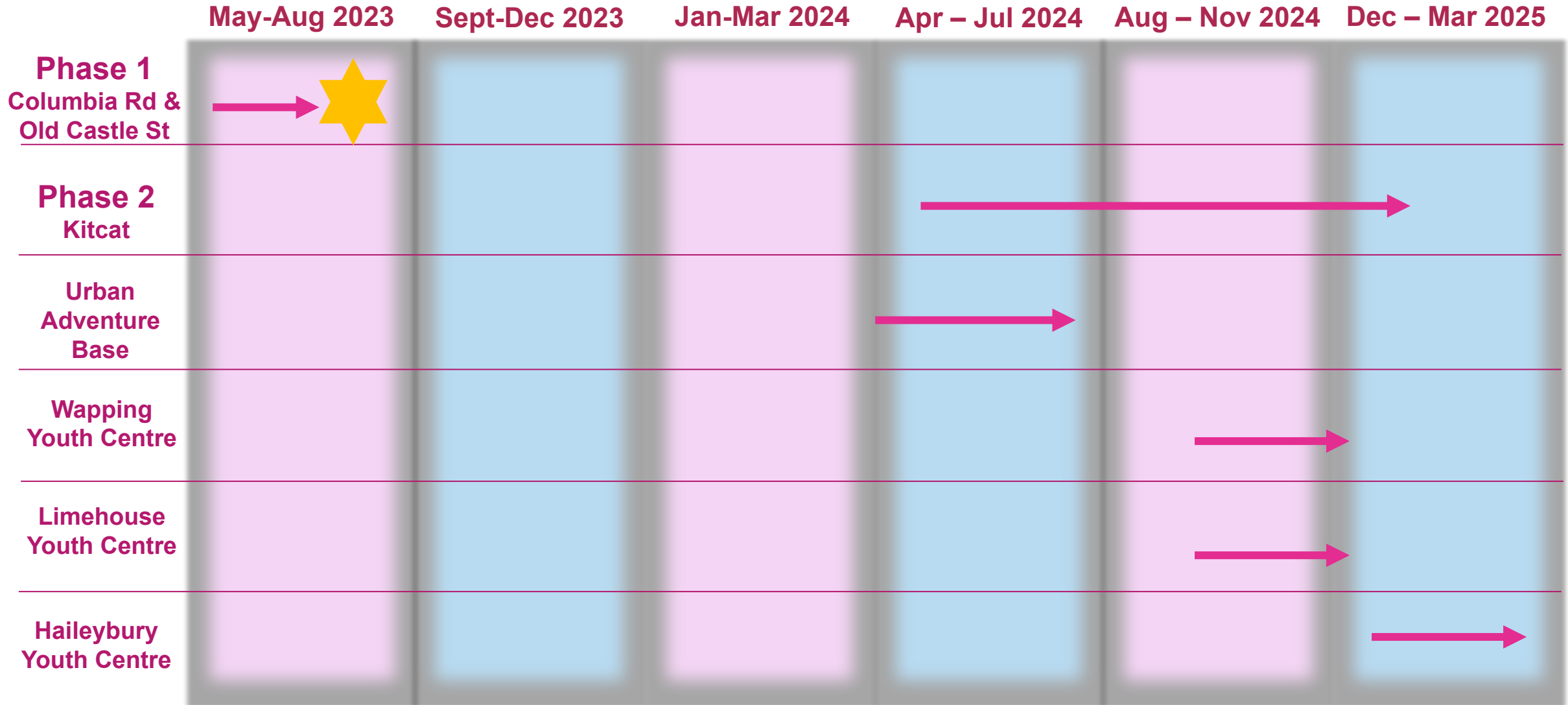
- Columbia Road Youth Centre
- Limehouse Youth Centre
- St Andrews Wharf Youth Centre
- Urban Adventure Base
- Wapping Youth Centre
- Haileybury Youth Centre
- Old Castle Street Youth Centre
- Kitcat Targeted Universal



Safe Spaces – Refresh Timeline



- The service have been successful in securing £488k in Youth Investment Fund grant funding which needs to be spent by March 2025.

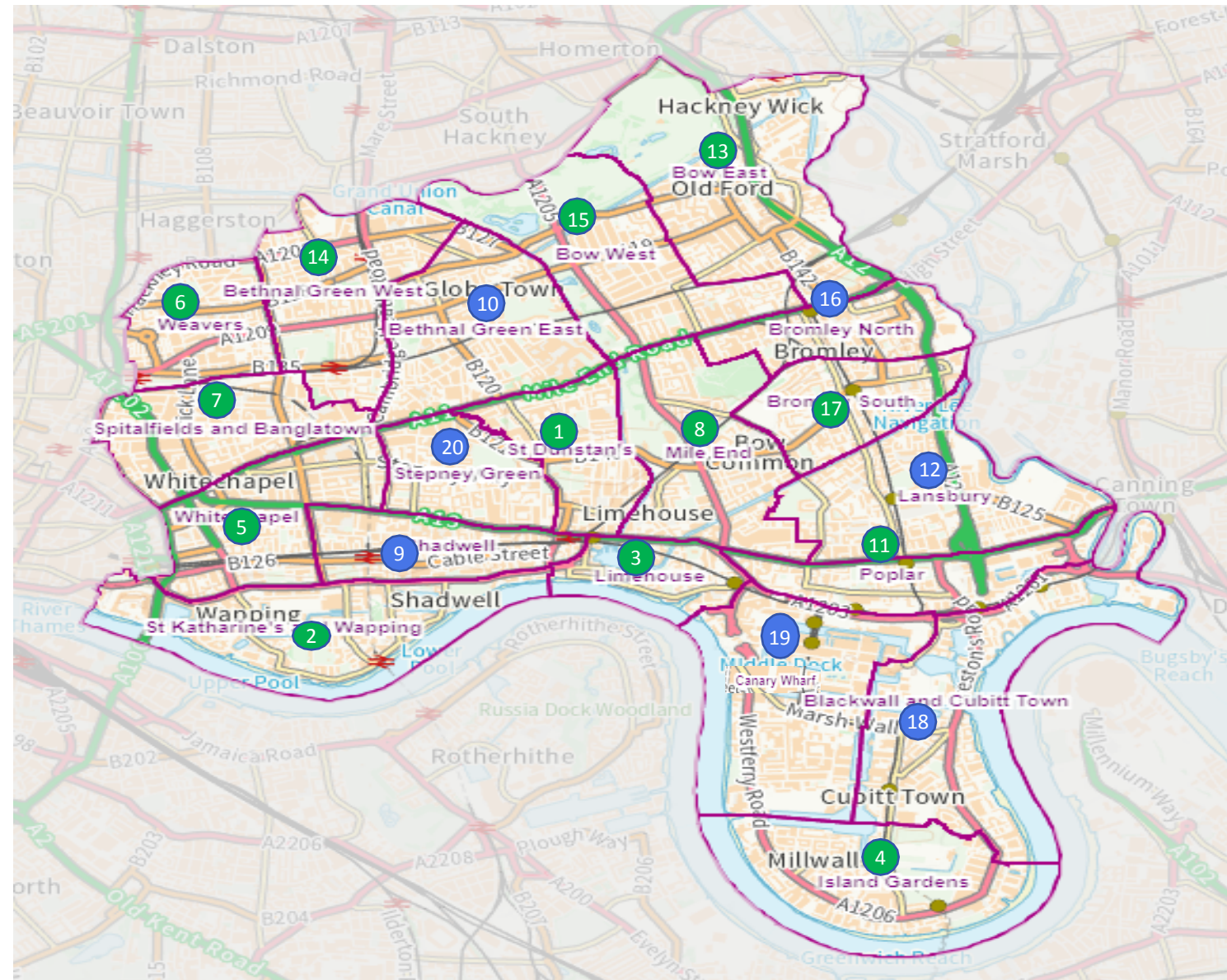


Safe Spaces – Current delivery next set of buildings?

- The below sets out the delivery method i.e. Young Tower Hamlets (YTH) or Commissioning (C).
- The below in yellow is seeking agreement to progress the next set of Young Tower Hamlets delivery settings.

Key	
	Building operational
	Agreement to progress
	No building identified

No	Ward	Building	Delivery	RAG
1	St Dunstan's	Haileybury Youth Centre	YTH/C	G
2	St Katharine's & Wapping	Wapping Youth Centre	YTH/C	G
3	Limehouse	Limehouse Youth Centre	YTH/C	G
4	Island Gardens	St Andrew's Wharf	YTH/C	G
5	Whitechapel	Christian Street Hub	C	G
6	Weavers	Columbia Road Youth Centre	YTH/C	G
7	Spitalfields & Banglatown	Old Castle Street Youth Centre	YTH/C	G
8	Mile End	UAB (YTH) / 99 St Pauls Way (C)	YTH/C	G
9	Shadwell	Darul Ummah Care House	YTH	A
10	Bethnal Green East	Thrive Community Hub	YTH	A
11	Poplar	Poplar Baths Leisure Centre The reach (C)	YTH C	G
12	Lansbury	Spotlight		A
13	Bow East	East Side	C	G
14	Bethnal Green West	Minerva Centre	C	G
15	Bow West	Kitcat	YTH	G
16	Bromley North	Kingsley Hall	YTH	A
17	Bromley South	Bow Community Hub Link Centre (C)	YTH C	G
18	Blackwall & Cubitt Town	Virginia Quay		A
19	Canary Wharf	Phoenix Heights		A
20	Stepney Green	No building identified		R



Strategy Development



Young Tower Hamlets Strategy Development



- The Young Tower Hamlets strategy is in development with the aim of being finalised in September 2024.
- The final draft strategy will be presented through the following governance CMT, Deputy Mayors Briefing and MAB.
- There are several components required to underpin the strategy to ensure that the new Young Tower Hamlets youth service is built on a solid foundation. The key elements are:

Hackathon Feedback from young people & parent/carers

•Throughout 2023 a series of engagement events took place in partnership with VCS providers and school settings. The aim of these events were to receive feedback from children and parents/carers on what they would like from their youth centres. A summary report is in development, analysed and will contribute into the young tower hamlets strategy.

Needs Assessment

•A comprehensive needs assessment of the borough relating to children has been undertaken. The needs assessment provides rich information on our gaps of delivery and our desired outcomes in the future. The needs assessment will be used for commissioning intentions and for delivering frontline youth provision.

Theory of Change

•Theory of change workshops have taken place which were led by the YMCA George Williams with a range of Tower Hamlets stakeholders to map the transformation required to deliver the short and longer-term outcomes to meet future vision. The theory of change is in draft form and in the process of being signed off.

Outcomes Framework

•Outcomes framework will support the service with knowing whether the goals set out within the strategy and at a local level are being achieved. The outcomes framework has yet to be devised.

Youth Work Curriculum

•Provides an educational framework around youth work delivery, how their interventions and activities are being used to support personal, social and practical development for children. This work has not started as yet.

Statutory Self-Assessment

•The NYA have released a statutory self-assessment to inform a new service delivery plan. This is in development and aims to be completed by September 2024.

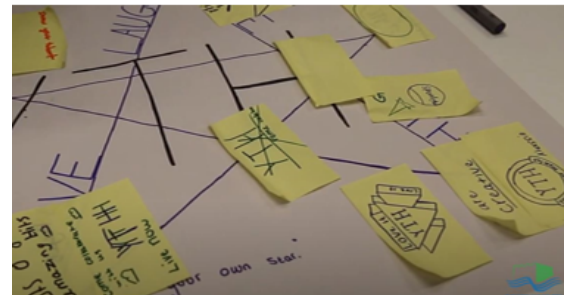
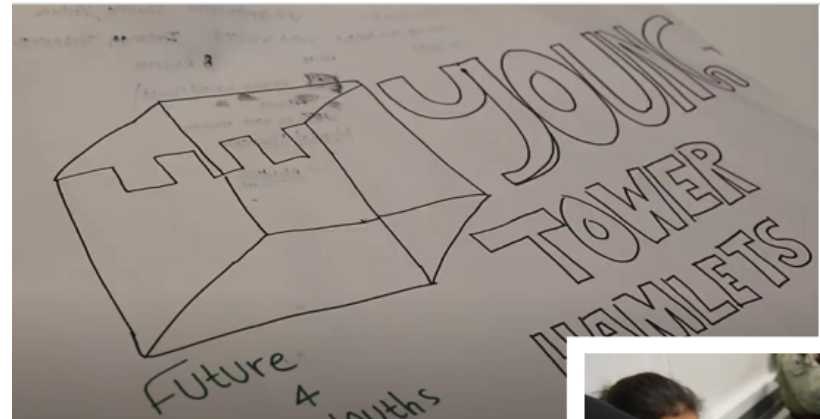


Hackathon Consultation Events

A comprehensive consultation of the needs, preferences, ideas and ambitions of young people, their parents and those who know them to place by throughout 2023/4. The comprehensive consultation programme encompassed the following:

- **An online survey of young people, 940** responses, through schools, youth providers, social media, residents, and partner organisations.
- **An online survey of parents, 170** responses, through community networks, parent groups, council services, and digital channels.
- **Four large-scale Summer 'hackathon' events** engaging **400** young people, featuring interactive workshops, co-design sessions, competitions, and activity tasters at three youth hubs and a school.
- **A film peer action research project** involving **20** young people, trained to investigate peers' needs using journalism techniques with a professional media company.
- **Four targeted Autumn hackathon session** for specific groups, including Somali boys, girls, SEND young people (up to the age of 25), and young people who identify as LGBTQIA+, contributing to the design and vision of a future youth service tailored to their unique needs.

- **Needs & wants** - Creating a modern youth service offer
- **Youth voices, youth choice** - Co-designing brand identity and logo for the new youth service
- **Seeing the Future** - Designing a new youth service in the metaverse.



Summary of young people's feedback



Youth centres as safe and calm spaces – places 'to be' not just to 'do'.



The desire to be supported by reliable, consistent, high quality youth workers.



Increased access to girls only activities and spaces.



Opportunities for more trips and residential – both fun and learning based, including a suggestion for a trip to the Bank of England!



Access to healthy activities beyond the standard offer, including swimming pools and bicycles.



A system where families can borrow items and equipment they cannot afford, from laptops and games consoles to camping equipment



Giving young people the chance to manage a budget, supporting financial literacy and decision-making skills.



Access to reflective spaces including prayer room



Providing opportunities for young people to engage with and understand



Youth centres to teach digital hygiene, promote healthy use of technology and "avoiding excessive dopamine hits from constant online engagement".



Youth services to be adaptive to current affairs and world events - discussions and activities related to important global issues.



Specialist groups require more awareness, sensitivity and accessibility (SEND/LGBT+)

results

What young people say

"I feel like youth centres should promote more free activities or residentials or things that are in trend. For example, right now it's summertime, so I think that they should provide biking sessions or water fights - even if it may seem as if it's not that useful, it will bring people together."

"With crime rates going up, I feel if a young person knows that if they've got somewhere where they feel comfortable and they've got somewhere that they're going to enjoy themselves, they're going to want to come"



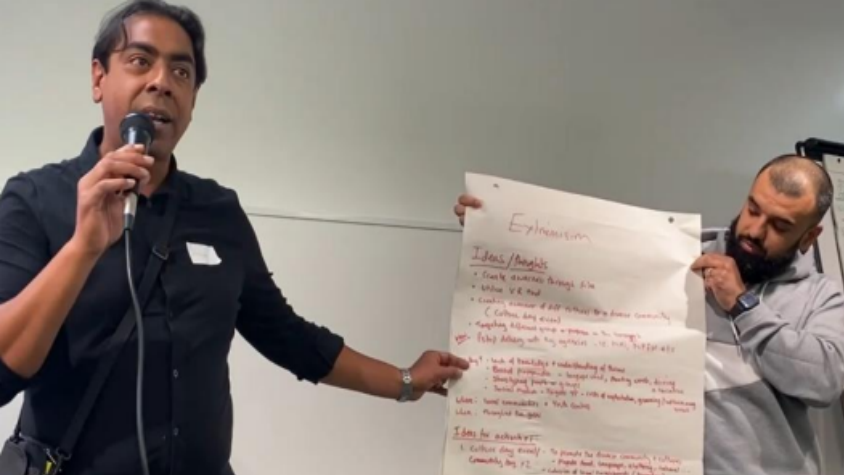
"It's pretty fun. There's lot lots of activities around here. Most of the time I'm using the studio as I'm a singer or DJ, but at times I would also ask to go and bake, because I'm a baker as well."



"I think we have quite a lot, but we need to ask young people what they enjoy and make programmes based on their answers rather than just assuming."

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14



Young Tower Hamlets Staff Charter

- The Young Tower Hamlets staff charter was developed at a staff away day in November 2023. The 5 key standards for the service are:

Child Centered
Honest, compassionate and respectful to each other, to young people and their families.

Respect
Being professional, positive, and respectful at all times.

Safety
Proactive support to ensure policies are being followed.

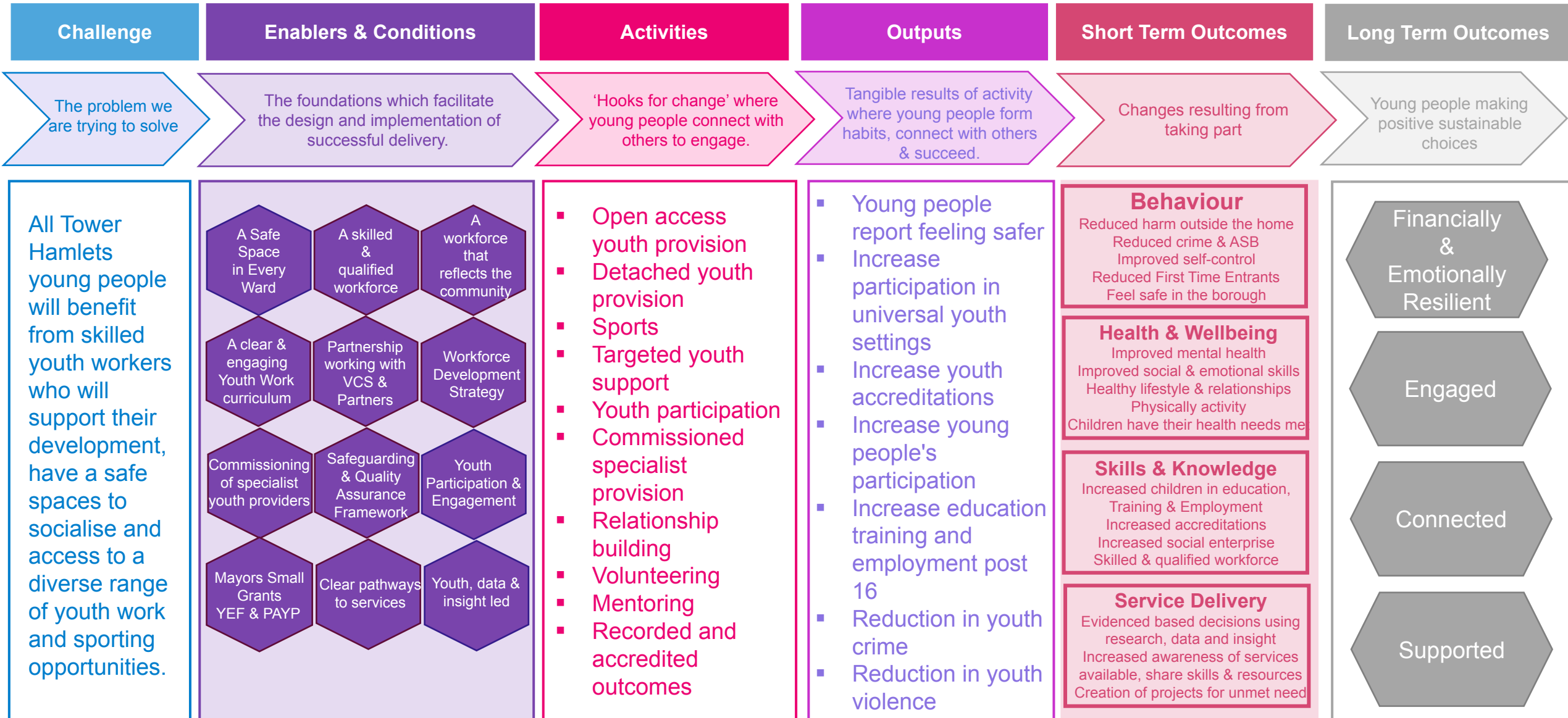
Compassionate
Give each other time for reflection and actively listening to our challenges.

Excellence & Quality
To keep the child's voice at the centre of all the work we do.



Theory of Change

Our Theory of Change was facilitated by the YMCA George Williams with a range of staff and partners and aims to set out how Young Tower Hamlets will be harnessed to develop interventions which provide positive experiences for young people in a safe space whilst developing their pro-social identities.



Governance



Capital Budget Outturn: April – March 24



Youth Investment High-Level Capital Spending Forecast

			Budget	Forecast					
No	Workstream	Item	Capital Budget	Q1 2023	Q2 2023	Q3 2023	Q4 2024	TOTAL	Over/under £000
				£000	£000	£000	£000	£000	
1	Safe Spaces	Capital – Goulston & Columbia Rd	1,000	0	150	150	42	342	-658
		Total	1,000	0	150	150	42	342	-658

Revenue Budget Outturn: April – March 24



Youth Investment High-Level spending Forecast

No	Workstream	Item	Budget		Forecast					Over/under
			Capital Budget	Revenue Budget	Q1 2023	Q2 2023	Q3 2023	Q4 2024	TOTAL	
					£000	£000	£000	£000	£000	
1	Safe Spaces	Revenue – building rental	0	800	20	200	110	110	440	-360
		Furniture fit out	0	40	0	25	0	150	175	135
		IT Revenue	0	250	0	0	10	125	135	-115
2	Workforce Development	Training and development	0	240	0	0	10	500	510	270
		Activity, Equipment and Resources	0	726	10	40	5	20	75	-651
		Positive Sport and Outdoor Activities	0	200	0	0	0	400	400	200
3	Comms & Consultation	Comms, Events, branding and design	0	115	10	40	30	30	110	-5
4	HR & Change	Workforce	0	3,718	45	320	535	600	1,500	-2,218
Total			0	6,089	85	625	700	1,935	3,345	-2,744

Implementation Timetable

Skilled and qualified workforce commences in June 2024

Finalise the commissioned offer and budget September 2024

Workforce Development implemented December 2024

Commissioned Contracts in place March 2025



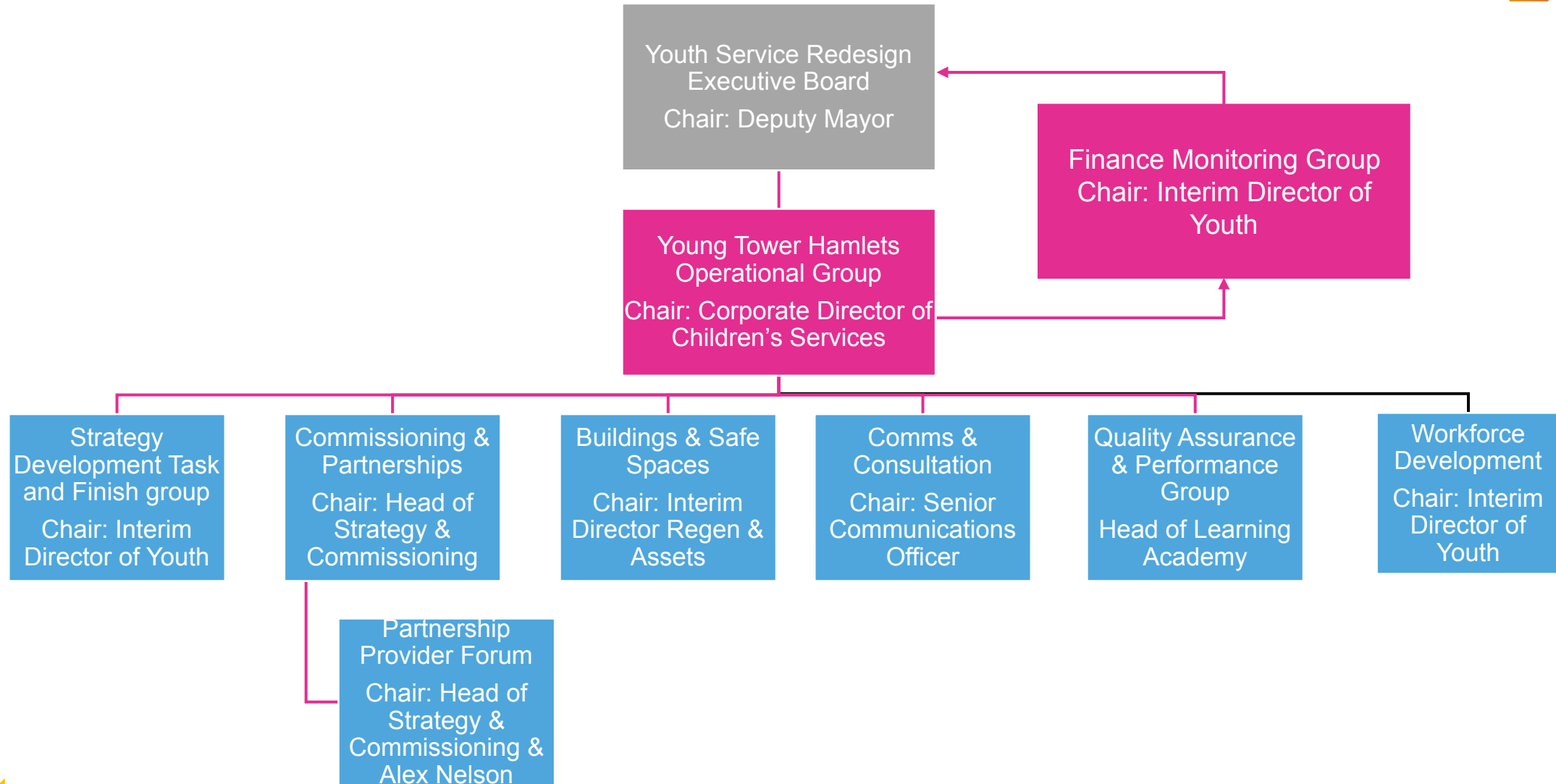
Strategy Development completed August 2024

Quality Assurance & Performance completed by December 2024

Safe Spaces Refurbishment completed by March 2025



Proposed Transformation Governance



Proposed Transformation Governance



Group	Aim	Frequency	Chair
Youth Service Redesign Executive Board	This group provides strategic direction to the redesign whilst removing blockages, managing risks by exception and budget oversight.	Bi-Monthly	Deputy Mayor
Youth Service Redesign Group	Provides the day today oversight and management of the programme. It is responsible for the management of resources, risks, budget and decision making to ensure the programme delivers to time cost and quality.	Monthly	Corporate Director of Children's Services
Strategy Development Task and Finish Group	Development of YTH Strategy, Youth Work Curriculum, Outcomes Framework, Needs Assessment and Workforce Development Strategy.	Fortnightly	Head of Young Tower Hamlets
Commissioning & Partnerships Workstream	Lead on all aspects of commissioning/recommissioning including quality assurance, spot checks etc and the provider forum.	Monthly	Head of Strategy & Commissioning
Safe Spaces Workstream	To ensure the new buildings coming into the portfolio are brought into operational standards. Identify which buildings can be used via 3 rd parties.	Fortnightly	Interim Director Regen & Assets
Comms and Co-production Workstream	To deliver the communications strategy products (website, tiktok etc), planning and delivering events and to develop robust communications internally for staff and externally for children, young people and families informing them of the offer.	Fortnightly	Senior Communications Officer
Quality Assurance & Performance Group	To create and implement a robust Quality Assurance Framework, effective practice framework, performance monitoring dashboard and reporting, policy and procedures development.	Monthly	Head of Learning Academy
Workforce Development Workstream	Development of Practice Framework, new service offer, training plan, timetable (Staff & YP), QA, development of policies, procedures and to ensure the infrastructure to support delivery and safeguarding is in place.	Monthly	Head of Young Tower Hamlets
Finance Monitoring Group	Oversight of finance, spend and forecast to ensure the programme remains within the financial envelope across capital and revenue.	Monthly	Covering Director Commissioning & Youth

Service Governance

Young Tower Hamlets
Service Meeting
Chair: Interim Director
of Young Tower Hamlets

This meeting will consist of the whole of the YTH workforce with the aim of translating the vision and strategic direction into operational frontline delivery, ensure key messages are communicated across the division, share good practice and knowledge sharing (e.g. Service offer, training etc)

Young Tower Hamlets
Leadership Team
Meeting
Chair: Head of Service

This meeting will consist of the Head of Service, Group Managers and Communications Officer. The aim of this meeting is to ensure there is strategic alignment across all services, workforce matters at a service or individual level. This will also include slots to discuss HR, Finance, Health & Safety

Young Tower Hamlets
Team Meetings
Chair: Group Managers

These meetings will include the Group Manager leading discussions with their team to cascade key messages, present service performance, quality assurance, timetable/rotas to sure there is an effective service offer in place.

Supervision and 1:1's
Chair: Line Managers

Supervision and 1:1's will be taking place at all levels to provide space for 1:1 discussions/feedback, training and coaching, performance conversations and manage workload.



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Thank you

