

## **Appendices**

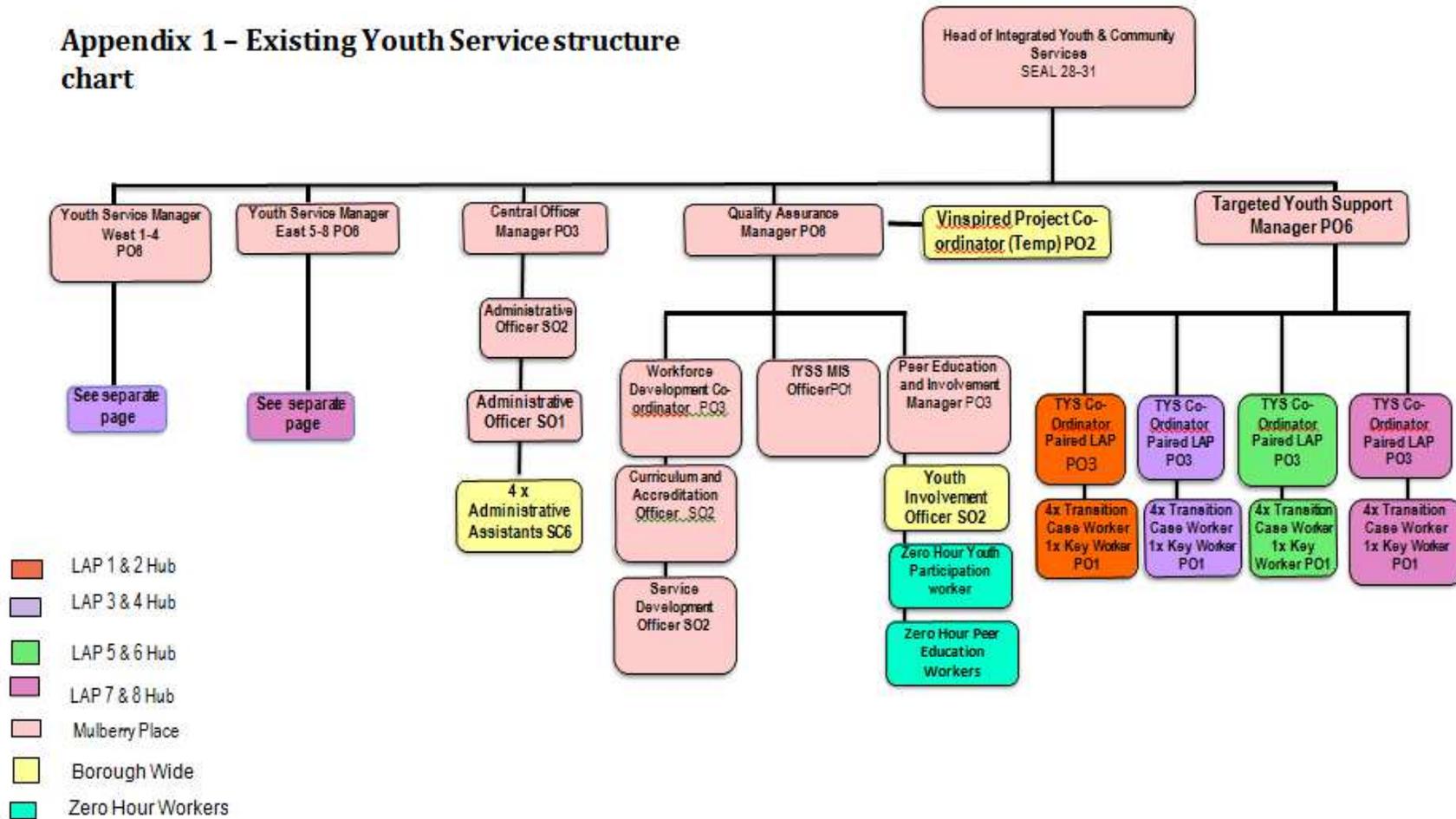
Appendix 1 - Old, interim and future youth services structures

Appendix 2 – Youth Service user consultation data

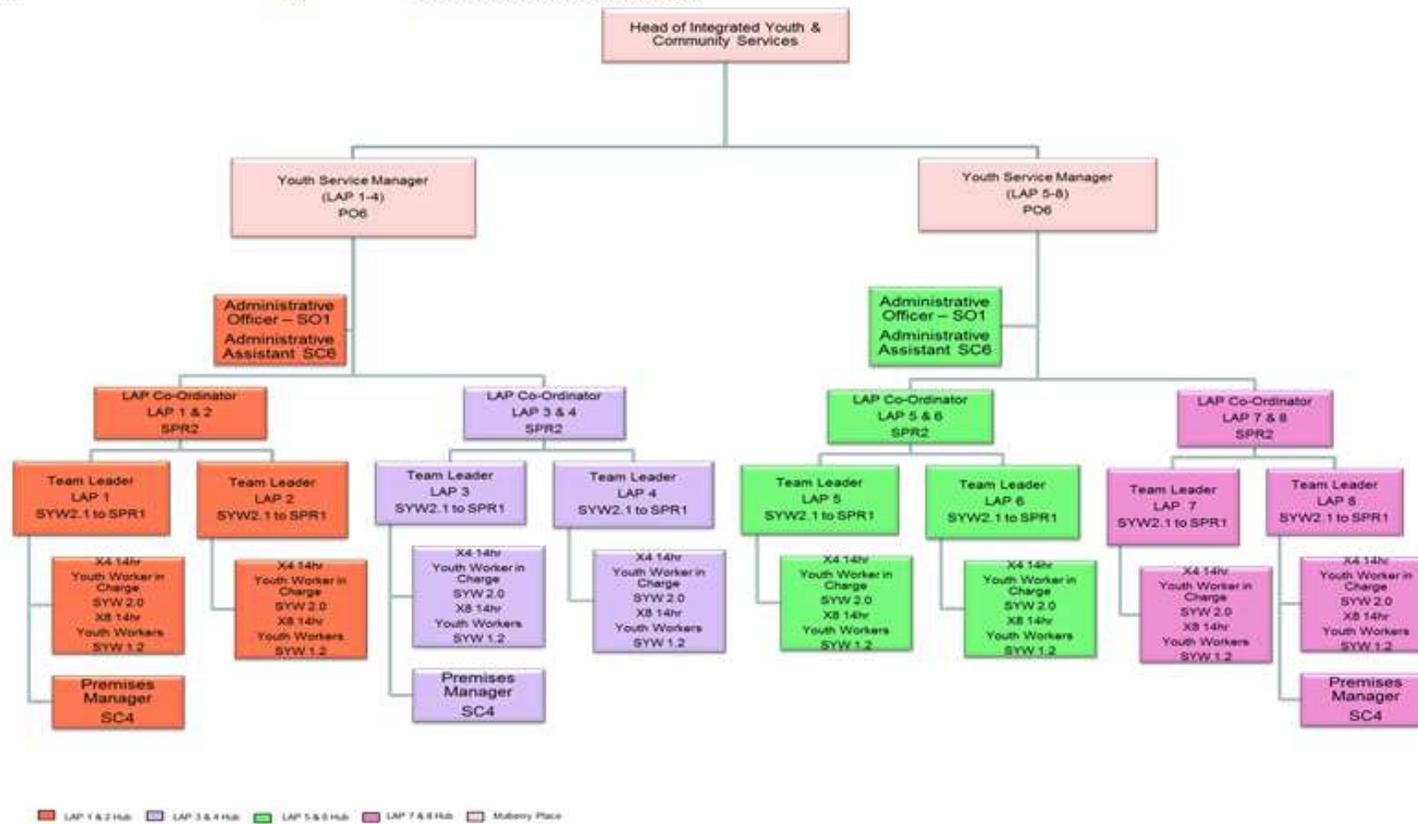
Appendix 3 – Challenge Session Youth Service Presentation

Current youth service structure

**Appendix 1 - Existing Youth Service structure chart**

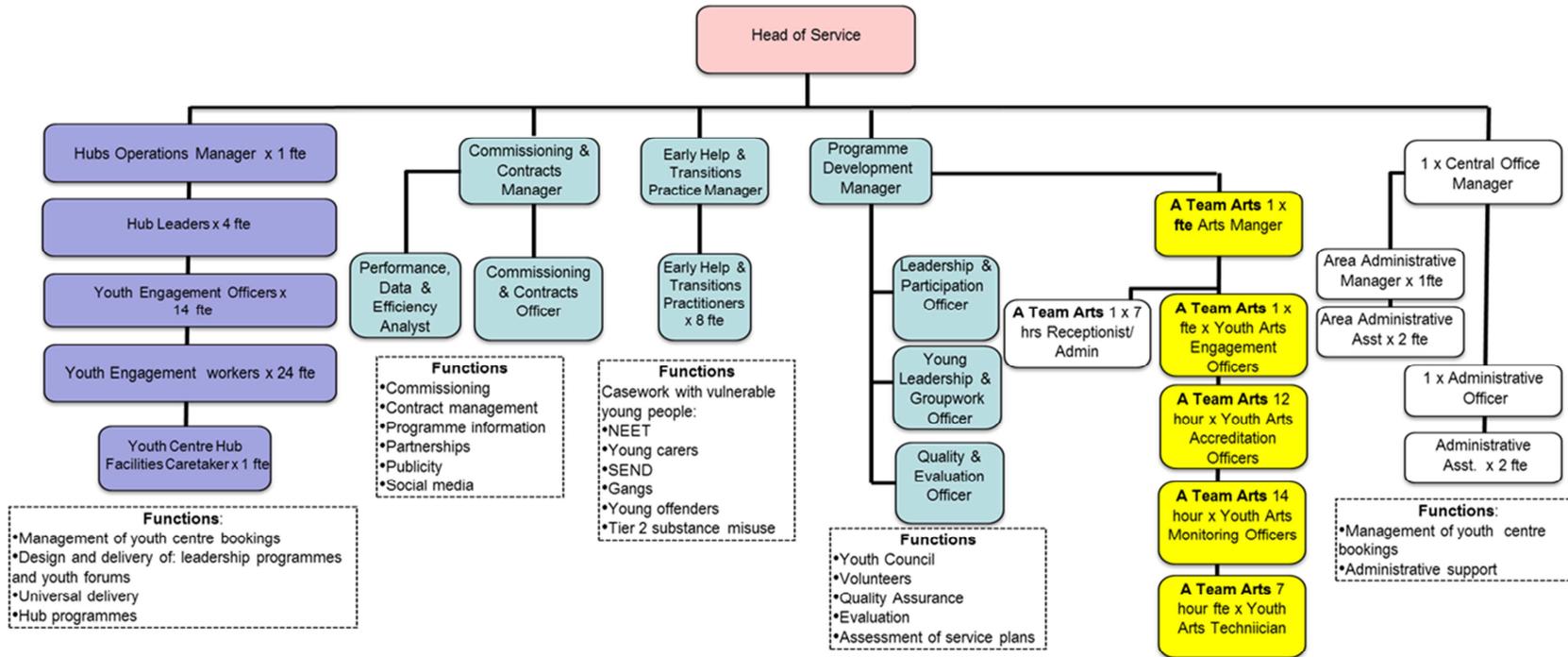


## Appendix 1 - Existing Youth Service structure chart



**Future youth service structure**

**Youth Service restructure – Hub based model including A Team Arts**



**Third Sector Commissioning**

**Comments**

**1.Functions** job descriptions define relative functional responsibilities between roles.

**2.Assumptions:**

Functions and services may be commissioned

A stable and flexible service is better delivered with a full-time frontline staff team where members have the time to attend training meeting and to complete recordings.

Salaries costs assume top of the scale and include on-costs

All posts are subject to evaluation

JNC green book terms and conditions for all staff

**3.Premises Management:** Confirm with Corporate Asset Management the integration that they would expect with the Premises Management staff

**4.Admin Review:** No changes are anticipated in 2017/18 to the service's administrative support structure due to the proposed Children's Services Support Service Review.

## Appendix 2 Youth Service Review Consultation March – April 2016

### **The Youth Service Review First Consultation Findings March to April 2016**

#### **Introduction**

In January 2016 a review commenced of youth services in the London Borough of Tower Hamlets which sought to identify future delivery options for the service.

three on-line questionnaires were created, aimed separately at young people, stakeholder organisations and parents/carers to elicit information on the priorities of each of the groups for the delivery of youth service activity. Between March and April 2016, 575 surveys were completed by young people, parent/carer and 98 stakeholders. The specific numbers completing are set out below:

- 446 young people surveys were completed
- 31 parent surveys were completed
- 98 stakeholder surveys were completed

The objective of the surveys was to elicit information on the priorities of each of the groups for the delivery of youth service activity.

The results from the three Youth Service Review surveys will be used to inform the Council as it decides on options for the future delivery of youth services in London Borough of Tower Hamlets; and will be used by the Integrated Youth and Community Service (IYCS) to identify gaps in youth service provision.

#### **Methodological approach**

Three on-line questionnaires were created for the consultation aimed separately at young people, stakeholder organisations and parents.

A separate template was created to enable young people who were taking part in group work activity to complete an aligned young people's survey in group setting.

Paper versions of the young people and parents surveys were also made available on request.

Before the young people's survey went live on-line it was piloted with young attending groups run by the youth service. As a result revisions to the young people's survey was made.

In addition to the production of the on-line two stakeholder consultation events were held with groups of youth activity providers, on 4<sup>th</sup> March 2016, and with young people on 19<sup>th</sup> March 2016.

### **Demographic information**

The basic demographic information of those who completed the survey is set out below:

#### **Young people: Basic demographic information**

- **Gender:** 72% (253) of the respondents were male; and 28% (96) of were female.
- **Age:** 81% (284) of the respondents were aged 13 to 18 years.
- **Ethnicity:** 46.2% (157) of the respondents identified as Asian Bangladeshi; with the next largest ethnic group being Asian British (14.1% (51)).
- **Religion:** 74.5% (251) of the respondents identified their religion as Islam; with the next largest group identifying their religion as Christian (15.1% (51)).
- **Disability:** 4.6% (16) of the respondents indicated that they had a disability.
- **Attending youth centres:** 82% of those who answered this question indicated that they did attend a youth facility. Only 16% of those completing this part of the survey indicating that they did not attend a youth facility. Young people indicated that they were members of 74

youth centres, youth projects or youth organisations. Most, 82% (287), of young people indicated that they attended facilities between one and three times a week.

### Parents/Carers: Basic demographic information

- **Age of children:** The majority of respondents had a child or children who were aged 10 (34.6%), 11 (19.2%), 15 (26.9%) and 17 (19.2%).
- **Ethnicity of children:** 40% (10) of respondents identified their child or children as having English/Welsh/Scottish/Northern Irish/British heritage.
- **Comment:** There was a significant variation between the ethnicity of young people who completed the young people's survey who were primarily (46.2%) Asian Bangladeshi and the ethnicity of the children of parents/carers who completed the parent/carer survey whose children were English/Welsh/Scottish/Northern Irish/British (40%). However, the numbers completing the parent/carer survey was low relative to the number of young people who completed the young people's survey
- **Religion:** 56% (14) of respondents identified the religion of their child or children as Christian; with the next largest group identifying their child or children's religion as Islam (28% (7)).
- **Comment:** There was a significant variation between the religion of young people who completed the young people's survey which was 74.5% Islam and the religion of the children of the parents/carers who completed the parent/carer survey which was primarily (56%) Christian.
- **Disability:** 26.9% (7) of the respondents indicated that they had a child or children with a disability.
- **Children attending youth centres:** Most parents/carers (96% (28)) had up to 3 children attending youth centres. Their children attended a total of 27 organisations; with 75% (21) attending those organisations up to 3 times a week.

## Stakeholders: Basic demographic information

- **The organisations and groups:** The respondents represented the views of 30 organisations or groups from the voluntary or community sector (24.5%), borough residents (16%); educational institutions (schools/academies/free school/college/university) (12.8%); registered social landlords (6.4%); or some other type of group (38.3%).
- **Youth activities provided by stakeholders:** The stakeholder survey was specifically targeted at organisations that provided youth activities for young people aged 11 - 19 and up to (25 if the young people had disabilities). However, 38 of the respondents indicated that their organisation provided activities to children aged from 0 to 10 years. As a result, respondents indicated that they provided activities for children including parent, toddler and play groups. However, the bulk of respondents were representing organisations that provided activities for young people including sporting activities, sexual health advice, employment support, uniformed groups, activities for young people with special educational needs and disabilities, music and art education, outdoor activities, coaching and mentoring to name but a few.
- **Targeted and specialist work:** 44% (24) of respondents provided youth activity to young people who had specialist or targeted needs. The activities provided included SEND and all ability youth sessions; lesbian, gay, bisexual and transgendered fora; mentoring; student leadership groups; group and one-to-one work with young people at risk of involvement in gangs, drugs and at risk of exclusion; and young carers.

## Survey analysis

A brief analysis of those that completed the surveys is set out below. The full consultation report is currently being compiled and will be available shortly.

## Young people survey data analysis:

- The top five activities that respondents indicated that they were interested are set out below:
  - 30.9% were interested in sporting activities
  - 23.5% were interested in workshops /courses or training
  - 15.9% were interested in day trips

- 7.9% were interested in indoor activities
- 4.1% were interested in outdoor activities.

Similarly, in an aligned finding, 64.5% (19) of parent/carer respondents indicated that they were interested in their child or children participating in either sporting activities or workshop/ courses or training.

- Young people also indicated that they placed a high priority on doing the following top three activities at a youth facility:
  - 54% indicated that being able to participate in a planned trips through a youth facility was extremely important to them
  - 48% indicated that receiving advice about employment, education or training through a youth centre was extremely important to them
  - 47% indicated that achieving an accredited qualification through a youth facility was extremely important to them.

#### Parent/Carer survey data analysis

- 51.7% of respondents indicated that they knew about the activities that took place at their local youth facility but they wanted to be kept informed and updated about those activities by email (55%).
- Parents/Carers indicated that they placed a high priority on the following when their child or children attended a youth centre:
  - 96.3% indicated that knowing that their child or children was supported by professional youth workers or caseworkers was extremely important to them
  - 96% indicated that knowing that their child was safe when they went to a youth centre was extremely important to them
  - 55.6% indicated that knowing that their child or children could learn things at a youth centre that they did not learn at school was extremely important to them
  - 55.6% indicated that knowing that their child or children got to have a say about the content of the youth centre or youth project programme was extremely important to them

## Stakeholder survey data analysis:

- **Youth issues of concern to stakeholders:** 37% (21) of the respondents were concerned about youth anti-social behaviour and youth crime; 19% (11) were concerned about the lack of youth activities; 7% were concerned with youth unemployment; 19% (11) were concerned about all of the issues (youth crime/ anti-social behaviour/ lack of activities/ youth unemployment) and 37% (21) were concerned with other local youth issues including lack of information about sexual health for young people, substance misuse; lack of resources for young females; lack of provision for young people with a faith, domestic violence and young people, Child Sexual Exploitation, violence against women and girls; and lack of youth voice on the issue of regeneration.
  
- **Priorities for partnership working:** Respondents indicated their key priorities for partnership working with the youth service included:
  - Ensuring the continuation of funding
  - Developing a local approach to youth provision
  - Community cohesion
  - Provision of targeted work to support at risk young people
  - Embedding health initiatives in youth centres
  - Expanding youth provision
  - Working in partnership with other local youth organisations to provide an inclusive safe provision for young people
  - Using the youth budget more effectively to ensure the absence of gaps in provision
  - Bringing a youth work perspective to school provision
  - Ensuring the provision of youth services to Looked After Children and other vulnerable groups
  - Enabling young people to explore faith
  - Encouraging young people to participate by working in partnership with schools and youth workers
  - Provision of training opportunities e.g. safeguarding (3)
  - more partnership work with Tower Hamlet's youth teams
  - Daytime SEND activities of young people aged 19 - 25
  - Information sharing

- Sharing resources
- Partnership work to reduce youth crime and anti-social behaviour
- Provision of places for children to play
- More co-ordination
- Shared learning

**Training priorities:** Respondents indicated that their organisational priorities for training included:

- Continuous professional development for youth workers
- Training on current legislation, safeguarding, quality assurance, equal opportunities
- Youth work training at level 2 and 3

**Training support from the youth service:** Respondents indicated that they wanted to receive the following training support from the youth service:

- The provision of free, subsidised or affordable training
- The provision of support through on-going professional development
- Pooled funding for young people to be trained as youth workers
- Joint delivery of training to promote efficiencies
- The provision of restorative justice training
- Being kept updated on best practice in youth work/ youth engagement
- The provision of a comprehensive list of available projects
- The facilitation of joint working between the voluntary and statutory sectors
- The provision of accessible resources for activities and presentation
- Support in liaising with schools

- **Communicating with stakeholders:** respondents indicated that they wanted to be kept informed about the available youth activity run by the youth service by email (53.7%).

## Recommendations

Eight key recommendations have been identified from the survey findings. These include:

### Young people:

- a) Ensure that young people's views are embedded as a key feature of the youth service review.
- b) Ensure that young people are consulted and their views acted upon in relation to the activities that they are interested are taken into account in any future IYCS commissioning activity for youth provision
- c) Provision of a youth activities programme that cover the core areas that young people are interested including the provision of :
  - Sporting activities
  - Courses/Training or Workshops
  - Leisure activities
  - Outreach activities
  - Innovative summer projects
- d) Ensure that young people are provided with sufficient physical space in well-equipped youth centres.

### Parents:

- e) Ensure that processes and systems are developed to support parents/carers being updated about youth activity programmes available through the IYCS.
- f) Ensure that youth activity programme information and timetable is available via email or some other electronic media.

### Stakeholders:

- g) Regular partnership work should be undertaken with stakeholders to address their concerns for young people; and their priorities for partnership working with the IYCS.

**h)** Consideration to be given to the creation of an IYCS and stakeholder partnership forum.

**Youth Service Review consultation  
Second consultation findings  
October to November 2016**

**1. Update on the Youth Service Review**

1.1. The data from the second stakeholder consultation exercise undertaken in October/November 2016 has now been analysed and is set out below. The second consultation exercise sought to obtain further information on matters that had been suggested through the first consultation exercise that took place in March/April 2016. This suggested the following areas for further exploration:

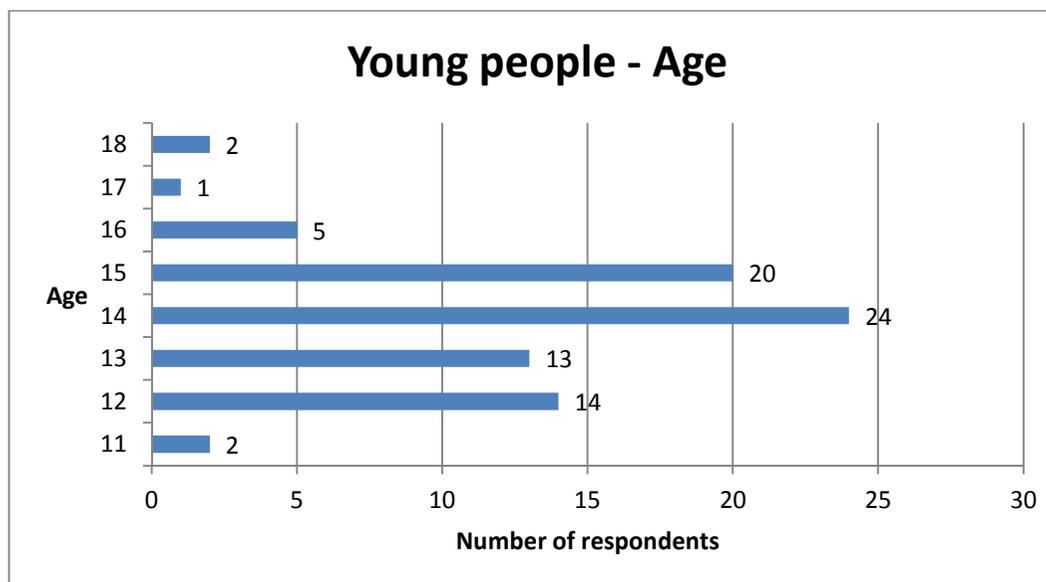
**Service user age:** Stakeholder organisations had expressed an interest in seeing the youth service work with younger aged service users. The consultation was therefore an opportunity to explore the option of the service providing its services to 11 year olds and 12 year olds.

**Funding:** Stakeholder organisations wanted a funding relationship with the youth service. The consultation was therefore an opportunity to explore the areas of youth activity that the youth service might seek to fund the voluntary and community sector to deliver.

**Youth centre building standards:** Young people had indicated that they wanted their youth centres to have high quality building standards. The consultation was therefore an opportunity to explore the development of minimum youth centre building standards.

**Youth led funding and innovation:** Young people had indicated that they wanted the youth service to continue to offer funding opportunities and with the ending of the youth opportunity fund in 2015 the consultation was an opportunity to consider how the service might reinstate funding.

- 1.2. This second consultation was also an opportunity for the service to explore the what priority areas of work that all stakeholders, organisations and young people felt the youth service should be engaged in as a potential indicator of the areas of work that the service should focus its delivery on as it considers the challenges of having to make budget savings in 2017/18.
- 1.3. The consultation ran for a month across October and November 2016. Ninety-eight young people completed surveys; and 15 stakeholder organisations completed surveys. This was a significant reduction on the 495 young people and 98 stakeholder organisations that completed the initial consultation that ran from March to April 2016.
- 1.4. The young people that completed the survey were aged as follows:



**Analysis of age of young people responding:** In total 78 out of the 98 young people that completed a survey responded to this question. Eighty-eight percent of young people that completed the survey were aged 12 (17%), 13 (16%), 14 (30%) and 15 (25%).

- 1.5. Fifty-five percent (43) of the young people that completed the survey were male and 45% (35) were female.

1.6. The survey responses are set out below:

- a) **Youth service priorities - young people’s responses:** Young people who completed the survey gave the highest priority to the following areas of the youth services work:

Question: What areas of work do you want the Youth Service to prioritise?		
Rank	Youth service priorities	Percentage
1	Youth work with vulnerable young people	83%
2	Accredited awards	76%
3	Youth led funding or innovation	65%
4	Supporting youth apprenticeships	60%
5	Supporting the youth council	57%
	Sexual Relationship Education in schools	
6	Supporting youth volunteering	51%
7	Outreach work	50%
8	Delivering youth work from youth centres	47%
9	Detached youth work	46%
10	Sexual Relationship Education in youth centres	34%

**Analysis of the top three priorities:** Young people clearly understand the priority that the Youth Service has to work with vulnerable young people with 83% prioritising this area of the service’s work. The continued provision of accredited awards such as ASDAN, Arts Award, Duke of Edinburgh was also highly valued (76%). Young people were keen to be funded in order to develop their own innovative projects and 65% of respondents prioritised the provision of youth led funding by the youth service. The is further nuanced information on what young people want youth led funding to look like in section c, below.

**Recommendations:**

That the youth service:

- Continues to prioritise the delivery of its work with vulnerable young people

- Continues to provide accredited awards with a view to ensuring, wherever possible, that its programmes of activity are largely accredited
- That the youth service develop a youth led funding strategy.

b) **Youth Centre standards - young people's responses** Young people who completed the survey prioritised youth centre standards as set out below:

<b>Question: What features would you prioritise to be included in a high quality youth centre</b>		
<b>Rank</b>	<b>Youth centre standards</b>	<b>Percentage</b>
1	Wifi access	76%
2	A dedicated sports area	65%
	Meeting rooms for more targeted one-to-one work	
3	A chill out zone or space for young people to meet in	62%
4	ICT suite/facilities; and Access to outdoor space/garden	57%
5	Access to gym facilities	56%
	Access to workshop space	
6	Safe space for bikes	55%
7	A multi-use games area	53%
8	Kitchen facilities to support the delivery of courses e.g. cooking programmes.	52%
9	Changing rooms	46%
10	Access to music studio	42
	Access to studio facilities (e.g. video editing).	
11	Public facing cafe facilities	39%
12	Rock climbing facilities.	7%

**Analysis of the top three priorities:** Seventy-six percent of young people prioritise having wifi access in youth centres and the youth service will need to reflect on the inclusion of this in all of its youth centres taking particular care to ensure that high levels of on-line safeguarding and security standards are achieved. Young people jointly wanted access to a dedicated sports area (65%) and meeting rooms for one-to-one work (65%). The youth service will need to reflect on the feasibility of implementing this building standard given that youth centres often do not have the space to accommodate a

sports area or meeting rooms. Alternatively, the youth service will need to consider how such facilities could be accessed by all youth centres even if the facility was not directly available on site.

**Recommendations:**

That the youth service:

- Works to introduce wifi access in all of its youth centres; subject to due consideration being given to on-line security and safeguarding.
- Considers the feasibility of having dedicated sports areas and one-to-one meeting rooms in all of its youth centres; or to consider how these facilities can be accessed by youth centres.

c) **Youth led funding or innovation – young people’s responses:** Young people who completed the survey prioritised the ways in which they might be funded by the youth service in order to implement their own initiatives or innovative ideas as set out below:

Question: How should the youth service support youth led funding or innovation?		
Rank	Youth Innovation	Percentage
1	Providing an annual youth grant that young people can apply for	63%
2	Providing small budgets for young people to work on their own	52%

**Analysis of the top priorities:** More young people wanted to be provided with the opportunity to apply for an annual youth grant than to be given small budgets by the youth service; with 63% of respondents indicating a preference for the youth grant.

**Recommendation:**

That the youth service:

- Considers the best way to administer youth led funding that takes into account the lessons learned from the past administration of youth service grants.

d) **Youth led funding or innovation project categories – young people’s responses** Young people prioritised youth funding or innovation categories as set out below:

Question: What do you think the youth funding or innovation project categories should be?
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Rank	Area for youth funding	Percentage
1	Technology	94%
2	Enterprise (Business development)	86%
	Sport	
3	Environment	82%
4	Culture	77%
5	Music	70%
6	Dance	64%

**Analysis of the top 3 categories:** Young people prioritised youth funding in the categories of technology (94%) and enterprise (business development) and sport (86%).

**Recommendation:**

That the youth service:

- Ensures that the categories for youth funding identified through the consultation are used in any youth led funding system that is devised.

e) **Working with younger service users – young people's responses:** Young people prioritised the youth service working with younger aged users as set out in the table below:

Question: Should the youth service prioritise working with younger people aged 11 and 12 years:		
	Response	Percentage
Age 11 years.	Yes	66%
	No	34%
Age 12 years.	Yes	89%
	No	11%

**Analysis:** Eighty-nine percent of the young people who responded were in favour of the youth service working with 12 year olds; whilst only 66% of young people who completed the survey were in favour of the youth service working with 11 year olds.

**Recommendation:**

That the youth service:

- Considers the implications of working with younger aged service aged 12 users with particular regard being given to any safeguarding issues that would need to be taken into account.

**2. Youth service priorities - Stakeholder organisation responses:**

a) Stakeholders that completed the survey gave the highest priority to the following areas of the youth services work:

<b>Question:</b> What areas of work do you want the Youth Service to prioritise?		
<b>Rank</b>	<b>Stakeholder - Youth service priorities</b>	<b>Percentage</b>
1	Youth work with vulnerable young people	87%
2	Delivering youth work from youth centres	73%
3	Supporting youth apprenticeships	67%
4	Youth led funding	64%
5	Supporting youth volunteering.	60%
6	Detached youth work	53%
	Outreach work	
7	Accredited awards	43%
8	Sexual Relationship Education in schools	40%
	Sexual Relationship Education in youth centres	
9	Supporting the youth council	27%

**Analysis of the top three priorities:** Like young people, stakeholder organisations clearly understand the priority that the Youth Service has to work with vulnerable young people with 87% prioritising this area of the service’s work.

The continued delivery of work from youth centres was also a high priority at 73%. Interestingly, only 47% of young people made this a priority area of work which suggests that young people understand that the youth service delivers services for young people in locations other than youth centres.

The provision of youth apprenticeships was also deemed to be a high priority with 67% of respondents responding to this question. Interestingly, 60% of young people also made this a priority area of work.

**Recommendations:**

That the youth service:

- Continues to prioritise the delivery of its work with vulnerable young people
- Continues to provide youth apprenticeships

b) **Youth service commissioning priorities - Stakeholder organisation responses:** Stakeholder organisations that completed the survey identified the following commissioning priorities for the youth service:

<b>Question:</b> What types of specialist or targeted youth activity should the youth service commission the community and voluntary sector to deliver on its behalf?		
<b>Rank</b>	<b>Stakeholder - Youth service commissioning priorities</b>	<b>Percentage</b>
1	Services for young people with special educational needs or disability	86%
2	Sporting activities	79%
3	Services for Lesbian, Gay, Bisexual and Transgendered young people	71%
4	Accredited training	64%
	Specialist youth community cohesion work	
	Youth volunteering	
5	Girls' only work	54%
6	Outreach youth work	50%
7	Specialist youth gang and anti-social behaviour work	46%
	Specialist detached youth work	
8	Specialist arts activity	43%

**Analysis of the top three commissioning priorities:** Eighty-six percent of stakeholder organisations prioritised the youth service commissioning specialist services for young people with special educational needs or disabilities; whilst 76% of stakeholder Services for young people with special educational needs or disability r organisations prioritised the commissioning of specialist or targeted sporting activities and 71% prioritised the commissioning of services for lesbian, gay, bisexual or transgendered young people.

**Recommendations:**

That the youth service:

- Takes into account the commissioning priorities identified by stakeholders as it seeks to commission youth activities to be delivered by the voluntary and community sector.

**2.1. Recommendations:** The full set of recommendations arising from the second youth service review consultation are set out below:

That the youth service:

- Continues to prioritise the delivery of its work with vulnerable young people
- Continues to provide youth apprenticeships
- Continues to provide accredited awards with a view to ensuring, wherever possible, that its programmes of activity are accredited
- Works to introduce wifi access in all of its youth centres; subject to due consideration being given to on-line security and safeguarding.
- Considers the feasibility of having dedicated sports areas and one-to-one meeting rooms in all of its youth centres; or to consider how these facilities can be accessed by its youth centres.
- Develops a youth led funding strategy and considers the best way to administer it taking into account the lessons learned from the past administration of youth service grants; and that it embeds the categories for youth funding (technology, enterprise (business development), sport, environment, culture, music, and dance) in that funding strategy.
- Considers the implication of working with younger aged service users aged 12 with particular regard being given to any safeguarding issues that would need to be taken into account.
- Takes into account the commissioning priorities identified by stakeholder organisations as it seeks to commission youth activities to be delivered by the voluntary and community sector.

## Appendix

Young people survey - Prioritising areas of the Youth Service's work				
Question	Total no. of respondents	Responses	No. of respondents	Percentage
<b>1. Youth Service priorities</b> What areas of work do you want the Youth Service to prioritise?				
a) Delivering youth work from <b>youth centres</b> ?	90	High priority	42	47%
		Medium priority	48	53%
		Not a priority	0	0%
b) Youth work with <b>vulnerable young people</b> ?	89	High priority	74	83%
		Medium priority	14	16%
		Not a priority	1	1%
c) Supporting the <b>youth council</b> ?	91	High priority	52	57%
		Medium priority	34	37%
		Not a priority	5	5%
d) Supporting <b>youth volunteering</b> ?	94	High priority	48	51%
		Medium priority	44	47%
		Not a priority	2	2%
e) Supporting <b>youth apprenticeships</b> ?	87	High priority	52	60%
		Medium priority	34	39%
		Not a priority	1	1%
f) <b>Sexual Relationship Education</b> in schools?	87	High priority	50	57%
		Medium priority	31	36%
		Not a priority	6	7%
g) <b>Sexual Relationship Education</b> in youth centres?	90	High priority	31	34%
		Medium priority	38	42%
		Not a priority	21	23%
h) <b>Detached youth work</b> ?	89	High priority	41	46%

		Medium priority	41	46%
		Not a priority	7	8%
<b>i) Outreach work?</b>	90	High priority	45	50%
		Medium priority	40	44%
		Not a priority	5	6%
<b>j) Youth led funding?</b>	91	High priority	59	65%
		Medium priority	32	35%
		Not a priority	0	0%
<b>k) Accredited awards?</b>	91	High priority	69	76%
		Medium priority	18	20%
		Not a priority	4	4%

**Young people survey - Youth centre standards**

Question	Total no. of respondents	Response	No of respondents	Percentage
<b>2. Youth Centre standards</b> What features would you prioritise to be included in a high quality youth centre:				
a) A multi-use games area?	90	High priority	<b>48</b>	53%
		Medium priority	<b>35</b>	39%
		Not a priority	<b>7</b>	8%
b) A dedicated sports area?	88	High priority	<b>57</b>	65%
		Medium priority	<b>30</b>	34%
		Not a priority	<b>1</b>	1%
c) Gym facilities?	90	High priority	<b>50</b>	56%
		Medium priority	<b>37</b>	41%
		Not a priority	<b>3</b>	3%
d) Changing rooms?	91	High priority	<b>42</b>	46%
		Medium priority	<b>37</b>	41%
		Not a priority	<b>12</b>	13%
e) Safe space for bikes?	89	High priority	<b>49</b>	55%
		Medium priority	<b>35</b>	39%
		Not a priority	<b>5</b>	6%
f) Workshop space?	89	High priority	<b>50</b>	56%
		Medium priority	<b>35</b>	39%
		Not a priority	<b>4</b>	4%
g) ICT suite/facilities?	90	High priority	<b>51</b>	57%
		Medium priority	<b>35</b>	39%
		Not a priority	<b>4</b>	4%
h) Music studio?	85	High priority	<b>36</b>	42%

		Medium priority	40	47%
		Not a priority	12	14%
i) Studio facilities (e.g. video editing)?	89	High priority	37	42%
		Medium priority	39	44%
		Not a priority	13	15%
j) Meeting rooms for one-to-one work?	91	High priority	59	65%
		Medium priority	30	33%
		Not a priority	4	4%
k) Wifi access?	88	High priority	67	76%
		Medium priority	14	16%
		Not a priority	7	8%
l) A chill out zone or space for young people to meet in?	89	High priority	55	62%
		Medium priority	31	35%
		Not a priority	3	3%
m) Kitchen facilities to support the delivery of courses such as cooking programmes?	88	High priority	46	52%
		Medium priority	36	41%
		Not a priority	6	7%
n) Public facing cafe facilities?	89	High priority	35	39%
		Medium priority	42	47%
		Not a priority	12	13%
o) Outdoor space/garden?	89	High priority	51	57%
		Medium priority	32	36%
		Not a priority	6	7%
p) Rock climbing facilities?	88	High priority	6	7%
		Medium priority	62	70%
		Not a priority	20	23%
q) Other?				

**Young people survey - Youth innovation**

Question	Total no. of respondents	Response	No of respondents	Percentage
<b>3. Youth innovation</b> How should the Youth Service prioritise delivering youth innovation.				
a) Providing small budgets for young people to work on their own projects.	84	High priority	<b>44</b>	52%
		Medium priority	<b>36</b>	43%
		Not a priority	<b>4</b>	5%
b) Providing an annual youth grant that young people can apply for.	87	High priority	<b>55</b>	63%
		Medium priority	<b>31</b>	36%
		Not a priority	<b>1</b>	1%
c) What do you consider to be youth innovation project categories.				
• Enterprise (Business development).	81	Yes	<b>70</b>	86%
		No	<b>11</b>	14%
• Technology.	80	Yes	<b>75</b>	94%
		No	<b>5</b>	6%
• Environment.	80	Yes	<b>66</b>	82%
		No	<b>14</b>	18%
• Sport.	79	Yes	<b>68</b>	86%
		No	<b>11</b>	14%
• Music.	81	Yes	<b>57</b>	70%
		No	<b>24</b>	30%
• Dance.	80	Yes	<b>51</b>	64%
		No	<b>29</b>	36%
• Culture.	79	Yes	<b>61</b>	77%
		No	<b>18</b>	23%
• Other. Please state below:	79			

Young people survey - Work with younger service users				
Question	Total no of respondents	Response	No. of respondents	Percentage
4. Should the youth service also prioritise working with younger people:				
Age 11 years.	77	Yes	51	66%
		No	26	34%
Age 12 years.	80	Yes	71	89%
		No	9	11%

Young people survey – About you			
Question	Total number of respondents	Number of respondents	Percentage
5. Age: How old are you.			
11	81	2	2.5%
12		14	17.3%
13		13	16.0%
14		24	29.6%
15		20	24.7%
16		5	6.2%
17		1	1.2%
18		2	2.5%
6. Gender:	78		
Male		43	55%
Female		35	45%



**Stakeholder survey - Prioritising areas of the Youth Service's work**

<b>Question</b>	<b>Total number of respondents</b>	<b>Response</b>	<b>Number of respondents</b>	<b>Percentage</b>
<b>4. Youth Service priorities</b> What areas of work do you want the Youth Service to prioritise.				
a) Delivering youth work from <b>youth centres</b> .	15	High priority	<b>11</b>	73%
		Medium priority	<b>3</b>	20%
		Not a priority	<b>1</b>	7%
b) Youth work with <b>vulnerable young people</b> .	15	High priority	<b>13</b>	87%
		Medium priority	<b>1</b>	7%
		Not a priority	<b>1</b>	7%
c) Supporting the <b>youth council</b> .	15	High priority	<b>4</b>	27%
		Medium priority	<b>5</b>	33%
		Not a priority	<b>6</b>	40%
d) Supporting <b>youth volunteering</b> .	15	High priority	<b>9</b>	60%
		Medium priority	<b>5</b>	33%
		Not a priority	<b>1</b>	7%
e) Supporting <b>youth apprenticeships</b> .	15	High priority	<b>10</b>	67%
		Medium priority	<b>3</b>	20%
		Not a priority	<b>2</b>	13%
f) <b>Sexual Relationship Education</b> in schools.	15	High priority	<b>6</b>	40%
		Medium priority	<b>6</b>	40%
		Not a priority	<b>3</b>	20%
g) <b>Sexual Relationship Education</b> in youth centres	15	High priority	<b>6</b>	40%
		Medium priority	<b>6</b>	40%
		Not a priority	<b>3</b>	20%
h) <b>Detached youth work</b> .	15	High priority	<b>8</b>	53%
		Medium priority	<b>4</b>	27%
		Not a priority	<b>3</b>	20%

i) <b>Outreach work.</b>	15	High priority	<b>8</b>	53%
		Medium priority	<b>5</b>	33%
		Not a priority	<b>2</b>	13%
j) <b>Youth led funding.</b>	14	High priority	<b>9</b>	64%
		Medium priority	<b>3</b>	21%
		Not a priority	<b>2</b>	14%
k) <b>Accredited awards.</b>	14	High priority	<b>6</b>	43%
		Medium priority	<b>3</b>	21%
		Not a priority	<b>5</b>	36%

<b>Stakeholder survey – Commissioning priorities</b>				
<b>Question</b>	<b>Total number of respondents</b>	<b>Response</b>	<b>Number of respondents</b>	<b>Percentage</b>
<b>5. Youth Service commissioning priorities:</b> What types of specialist or targeted youth activity should the youth service commission the community and voluntary sector to deliver on its behalf.				
a) Sporting activities.	14	High priority	<b>11</b>	79%
		Medium priority	<b>2</b>	14%
		Not a priority	<b>1</b>	7%
b) Accredited training.	14	High priority	<b>9</b>	64%
		Medium priority	<b>4</b>	29%
		Not a priority	<b>1</b>	7%
c) Specialist arts activity.	14	High priority	<b>6</b>	43%
		Medium priority	<b>5</b>	36%
		Not a priority	<b>3</b>	21%
d) Services for young people with special educational needs or disability.	14	High priority	<b>12</b>	86%
		Medium priority	<b>2</b>	14%

		Not a priority	0	0%
e) Services for Lesbian, Gay, Bisexual and Transgendered young people.	14	High priority	10	71%
		Medium priority	2	14%
		Not a priority	2	14%
f) Specialist youth gang and anti-social behaviour work.	13	High priority	6	46%
		Medium priority	5	38%
		Not a priority	2	15%
g) Specialist detached youth work.	13	High priority	6	46%
		Medium priority	5	38%
		Not a priority	2	15%
h) Outreach youth work.	14	High priority	7	50%
		Medium priority	6	43%
		Not a priority	1	7%
i) Specialist youth community cohesion work.	14	High priority	9	64%
		Medium priority	4	29%
		Not a priority	1	7%
j) Youth volunteering.	14	High priority	9	64%
		Medium priority	4	29%
		Not a priority	1	7%
k) Girls' only work.		High priority	7	54%
		Medium priority	3	23%
		Not a priority	3	23%
l) Other commissioned activities.		<ul style="list-style-type: none"> <li>• Training for staff and volunteers in the community a high priority</li> <li>• First aid</li> <li>• A Youth Violence Reduction Intervention</li> <li>• Offer funding to local voluntary groups to run youth projects for the council</li> <li>• A service to match young people with appropriate roles, I always wanted to volunteer but visible opportunities were few and far between</li> <li>• Boys work</li> </ul>		

## Stakeholder survey – More about you

What is the name of the organisation that you work for or represent:

E1 Consortium

The Tower Project

Teviot action group

LB Tower Hamlets YJFIS

The Methodist Church in Tower Hamlets

LBTH

Resident of Tower Hamlets affected by youth ASB

Tower Hamlets Friends and Neighbours

Positive East



# Youth Services Challenge Session

**Claire Belgard, Interim Head of Integrated Youth and Community Service**  
**Ronke Martins-Taylor, Youth Services Development Manager**

**10<sup>th</sup> March 2017**

# Contents

- Lessons learned
- About the Youth Service
- The interim delivery model
- The Youth Service ambition
- Details of proposed structure, principles of service
- Data evidencing demand/need for services and impact/outcomes of existing service
- The Youth Service Review

# Lessons learned

It is important that lessons are learned from past practice as there is a risk that poor practice could be replicated in the new youth service that will be created following the Youth Service Review which commenced in January 2016.

Practice issues	Lessons learned
<p><b>Failure to effectively represent the needs of female service users and staff</b></p>	<ul style="list-style-type: none"> <li>• Develop an attractive youth Offer</li> <li>• Develop youth outreach work</li> <li>• Develop a core youth service staff training programme</li> <li>• Promote career opportunities</li> <li>• Recruitment and selection processes</li> </ul>
<p><b>Failure to engage in the statutory Prevent Duty</b></p>	<ul style="list-style-type: none"> <li>• Provide Prevent Awareness training:</li> <li>• Continued youth service representation on the Community Safety and other relevant strategic partnerships</li> </ul>
<p><b>Fraud and other serious investigations</b></p> <p><b>Staff failing to declare their interests in organisations requesting grants/funding from the IYCS.</b></p> <p><b>Poor management and oversight of IYCS staff</b></p> <p><b>Failure to carry out Disclosure and Barring Service checks on some IYCS staff.</b></p>	<ul style="list-style-type: none"> <li>• Develop new recruitment and selection processes</li> <li>• Development of a new youth service employee code of conduct</li> <li>• Need to hold staff to account using supervision and appraisal processes</li> <li>• Create new job descriptions and person specifications</li> <li>• Carry out DBS checks</li> </ul>

**Poor monitoring of Positive Activities for Young People grants (PAYP) and IYCS Service Level Agreements (SLAs)**

- Develop new funding arrangements

**Failure to deliver universal youth work to performance targets or service plans**

**Expenditure of the budget on events and trips that was not aligned with planned youth work programmes or service planning.**

- Implement robust Quality Assurance processes.
- Develop a community based, marketing strategy
- Managing the service on a reduced budget

**Failure to respond to legitimate complaints made by partners about youth work and management practices**

- Develop an effective complaints procedure

**Failure to work with partners on shared objectives and/or projects targeted at young people**

- Develop collaborative and partnership working

**Integration of work with vulnerable groups of young people**

- Ensure the integration of vulnerable groups into universal youth settings

**Failure to publish the IYCS youth offer**

- Publish the youth offer

**Poor communication with IYCS staff  
Lack of progression opportunities for staff**

- Create a new communication strategy
- Host regular all youth service staff conference
- Develop a workforce strategy

# The Youth Service

The Integrated Youth and Community Service (the “Youth Service”) delivers a universal, open access, youth service, targeted youth support, peer education, youth participation projects; and SLAs offering SEND; specialist sports, LGBT and performing arts provision. The Youth Service is supported by admin staff, quality assurance, volunteering and other support functions.

# The Interim Delivery Model

Universal, open access youth work is currently delivered through a temporary interim delivery model that provides:

- 8 youth centre hubs
- 6 day a week opening
- High quality term-time and holiday youth activity
- Specialist youth projects
- Commissioned youth activity delivered by 5 local providers

# Five Commissioned Providers

Poplar Harca, Newark Youth, Osmani Trust, Ocean Youth Connexions and Society Links deliver from 8 centres offering:

- Universal youth activity
- Drop-in information support sessions
- Personal planning sessions
- Access sporting activities, leisure activities, arts and crafts activities, music
- Themed youth activity programmes lasting circa 6 weeks

# The Youth Service Vision

- To transform the Council's Youth Service with a bold ambition so that it becomes the recognised leader in providing diverse communities, across Tower Hamlets, with inspiring, positive activities and programmes for young people to use both now and as they transition into adulthood. Enabling young people to realise their full potential and create better futures.
- The youth service will work in *partnership* to ensure that a *high quality youth offer* is available for the young people of Tower Hamlets.

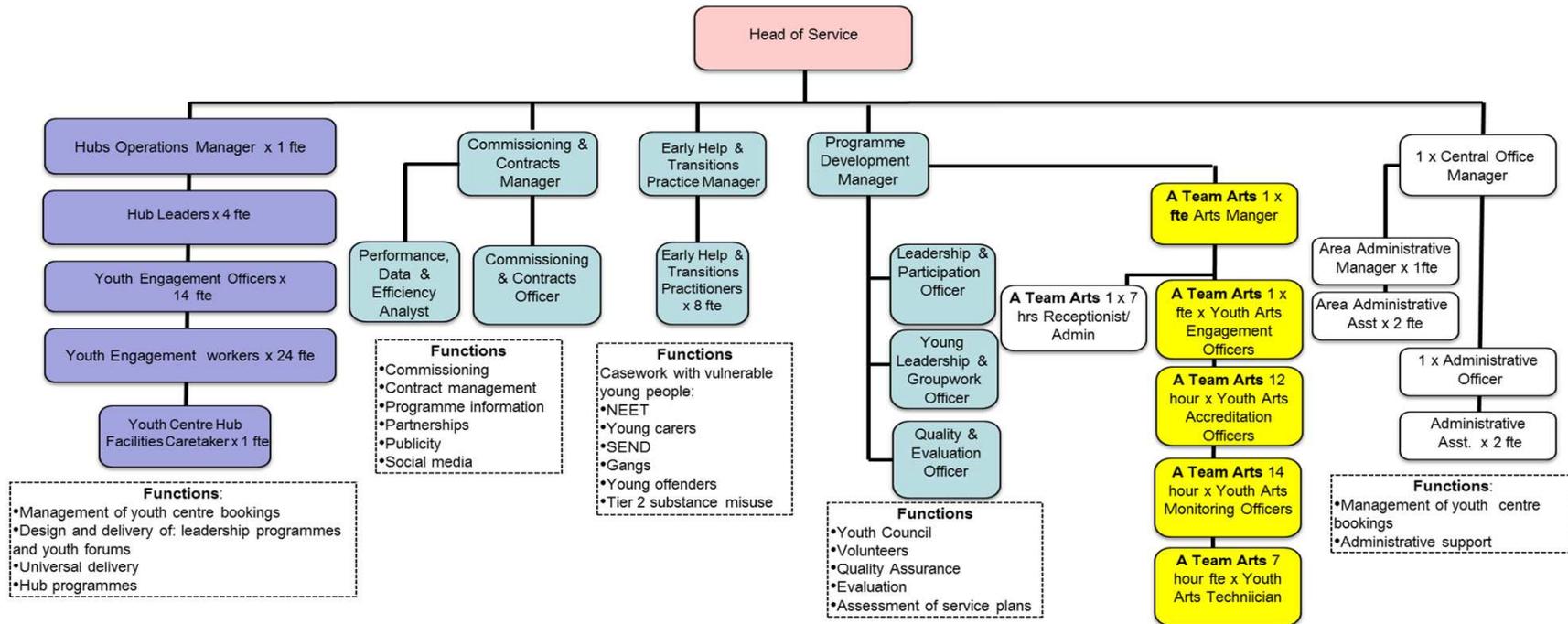
# The Youth Service Ambition

The Youth Service wants to:

- Empower young people to realise their best potential;
- Provide opportunities for young people's personal and social development;
- Ensure that there is sufficient, high quality, leisure and informal educational courses and activity
- Maximise the participation of young people in the Service.

# Restructuring

## Youth Service restructure – Hub based model including A Team Arts



### Third Sector Commissioning

**Comments**

**1.Functions** job descriptions define relative functional responsibilities between roles.

**2.Assumptions:**

Functions and services may be commissioned

A stable and flexible service is better delivered with a full-time frontline staff team where members have the time to attend training meeting and to complete recordings.

Salaries costs assume top of the scale and include on-costs

All posts are subject to evaluation

JNC green book terms and conditions for all staff

**3.Premises Management:** Confirm with Corporate Asset Management the integration that they would expect with the Premises Management staff

**4.Admin Review:** No changes are anticipated in 2017/18 to the service's administrative support structure due to the proposed Children's Services Support Service Review.

# The Hub Based Model of Delivery

- Reduced layers of management
- Prioritises professional, frontline, youth workers who are all located in youth centre hubs
- Focuses on supporting vulnerable young people
- Offers commissioned youth activity
- Provides central support functions
- Delivers integrated working

# Current Performance

Tower Hamlets youth service 3 year performance									
	2013/14			2014/2015			2015/2016		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
<b>Contacts</b>	12,393	9,479	76.5%	13,446	8,992	66.9%	13,782	6,790	49.3%
<b>Participants</b>	6,866	6,167	89.8%	7,695	5,844	76.0%	7,868	4,172	53.0%
<b>Recorded Outcome</b>	4,120	3,998	97.0%	4,158	3,282	78.9%	5,027	2,460	49.9%
<b>Certified Outcome</b>	1,426	1,744	122.3%	1,595	1,716	107.6%	1,631	1,083	66.4%
<b>Accredited Outcome</b>	715	1,349	188.7%	851	845	99.3%	868	665	76.6%

# Developing a Future Performance Management Framework

- Co-production with the sector of a new performance framework
- Captures added value by taking into account additional resources that the sector can lever into the youth service
- Provides information on inputs and activities
- Provides Information on outcomes and impacts

# The Youth Service Review

The consultations:

- The Council wanted up-to-date information about what young people and stakeholders wanted from the youth service
- In March/April 2016 and October/November 2016 679 stakeholders, including 535 young people, 113 organisations and 31 parents told us what services they wanted the youth service to deliver
- The Council now has invaluable information which is being used to plan youth centre programmes, to commission youth activity with local providers; and to improve stakeholder engagement.

# Young People's Profile

- **Gender:** 72% (253) of the respondents were male; and 28% (96) of were female.
- **Age:** 81% (284) of the respondents were aged 13 to 18 years.
- **Ethnicity:** 46.2% (157) of the respondents identified as Asian Bangladeshi; with the next largest ethnic group being Asian British (14.1% (51)).
- **Religion:** 74.5% (251) of the respondents identified their religion as Islam; with the next largest group identifying their religion as Christian (15.1% (51)).
- **Disability:** 4.6% (16) of the respondents indicated that they had a disability.

# Youth Activities

The top five activities that young people said they were interested were:

- 30.9% were interested in sporting activities
- 23.5% were interested in workshops /courses or training
- 15.9% were interested in day trips
- 7.9% were interested in indoor activities
- 4.1% were interested in outdoor activities.

# The Youth Service Review

Six service wide priorities have been identified through consultation:

- 1) Promote youth participation and engagement
- 2) Deliver high quality youth programmes
- 3) Develop youth centre building standards
- 4) Publicise the youth offer
- 5) Improve partnership working
- 6) Commission community & voluntary sector organisations to deliver youth activity in places where the youth service doesn't.