

Action	Responsibility	Date
<p><b>Recommendation 1:</b> The Youth Service should work with other Council departments, as well as other public and private sector employers, to take best advantage of potential apprenticeships as a means of offering work experience and career opportunities for all youth service users.</p>		
<p>The Youth Service is working in partnership with the Careers Service (soon to be part of the Integrated Employment Service) to ensure that career opportunities for young people are available to all youth service users. In the longer term the Youth Service would want all of its Youth Activity Hub to be WorkPath reporting sites.</p> <p>The Youth Service will prioritise volunteering as a pathway to employment for young people. In addition to this the Youth Service has allocated a sum of money for youth led innovation projects including enterprise which was a high priority in our 2016 consultation with young people. The Youth Service is exploring options for a Town centre presence through the current review of markets as a potential enterprise outlet for young people.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31st March 2018</p>

Action	Responsibility	Date
<p><b>Recommendation 2:</b> The Youth Service to work with the community and voluntary sector to develop a new performance and outcomes framework, that is aligned to the wider directorate and corporate frameworks, that includes activity, input, output, outcome and impact indicators; and which is more nuanced to the communities in which young people live and where youth activity is delivered.</p>		
<p>In July 2017 a new outcomes framework for the Youth Service was developed that that is designed to improve outcomes for young people by enabling them to:</p> <ul style="list-style-type: none"> <li>- have an increased sense of agency in their lives and their communities</li> <li>- feel more optimistic about their futures</li> <li>- access holistic and supportive opportunities across the borough of Tower Hamlets</li> <li>- increase their critical thinking skills.</li> </ul> <p>The framework captures a number of measures including those associated with:</p> <ul style="list-style-type: none"> <li>- User voice;</li> <li>- Quality;</li> <li>- Outputs; and</li> <li>- Progress indicators</li> </ul> <p>The aim is that by 2020 the following outcomes will have been achieved for young people:</p> <ul style="list-style-type: none"> <li>- 20% more young people will have an increased sense of agency in their lives and their communities than the 2017-18 baseline</li> <li>- 20% more young people will feel more optimistic about their futures than the 2017-18 baseline</li> <li>- 20% young people will be better able to access holistic and supportive opportunities across the borough of Tower Hamlets than the 2017-18 baseline</li> <li>- 20% more young people will have increased their critical thinking skills than the 2017-18 baseline.</li> <li>-</li> </ul> <p>The framework has been produced in partnership with representatives from the sector and it</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31<sup>st</sup> March 2018</p>

Action	Responsibility	Date
<p>will be aligned to the existing output framework that is currently in use in the Youth Service to provide a system of measuring performance that delivers improved outcomes for young people.</p> <p>From July 2017 further work will be undertaken with youth centre, public health, sports youth activity staff and commissioned providers to implement the new performance framework so that it is incorporated into everyday Youth Activity hub delivery with a balance being achieved between the achievement of outcomes and outputs.</p>		
<p><b>Recommendation 3:</b> The Youth Service should, as part of its regular consultation activity, ensure that the opinions and preferences of female service users are proactively sought.</p>		
<p>The Youth Service will ensure that the views of girls are proactively sought as part of its any consultation activity. The service will ensure that any findings that arise from consultation with young women and girls will feed into service design in order to increase participation.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31<sup>st</sup> March 2018</p>

Action	Responsibility	Date
<p><b>Recommendation 4:</b> Following implementation of the Youth Service’s new organisational model (and within a year) convene a focus group of service users to assess the impact of changes to the service with a view to them reporting back to Overview &amp; Scrutiny Committee.</p>		
<p>On 10<sup>th</sup> January 2017 Cabinet agreed to the restructure of the Youth Service and A Team Arts.</p> <p>The restructure will enable the service to develop a strong operational platform in order to deliver better performance and improved outcomes. That strong operational platform will include:</p> <ul style="list-style-type: none"> <li>- Universal and a targeted services that young people can access freely;</li> <li>- Embedded youth leadership to influence service delivery and governance;</li> <li>- Regular consultation with young people and other key stakeholders;</li> <li>- Commissioning of those youth activities not directly delivered by the youth service;</li> <li>- High quality youth work practice to support high levels of performance;</li> <li>- A regular assessment of the impact of the youth work on the lives of young people;</li> <li>- Strong partnership working;</li> <li>- Youth activity delivered from high quality buildings;</li> <li>- Integrated working with other services in the Council.</li> </ul> <p>The required staff consultation for the restructure process began on 23rd January 2017 and concluded on 9th March 2017. However, the unions have indicated that they have failed to agree with management on a number of key points and on 13<sup>th</sup> June 2017 the Mayor adjudicated on outstanding failure to agree issues. It is unlikely that the restructure will be concluded before September 2017.</p> <p>Following the conclusion of the restructure work will be undertaken with young people to assess the impact of changes which will be reported back to OSC.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>September 2018</p>

Action	Responsibility	Date
<p><b>Recommendation 5:</b> The Youth Service should work with its own internal youth workers, commissioned youth activity providers and independent youth activity providers to produce a joint timetable of youth activity for the benefit of Tower Hamlets' young people.</p>		
<p>The Youth Service has produced a quarterly youth and Community Services Programme since summer 2016. The programme is published on-line and it provides information on the activities provided by both the council and commissioned youth activity hubs. The Youth Service's 2017 service plan has identified actions to work more closely, with internal teams (particularly in Sports and Leisure, Arts and Events; and Public Health) to deliver integrated services and jointly agreed priorities for young people.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31<sup>st</sup> March 2018</p>
<p><b>Recommendation 6:</b> The Youth Service should ensure that all mainstream and commissioned provision of youth activity and services is appropriately connected, through referral mechanisms and relevant fora, to the services supporting vulnerable children and families e.g. early help services and social care.</p>		
<p>As part of its restructure the Youth Service will create an Early Help and Transitions Team which will support vulnerable children to access a range of Early Help intervention services. All mainstream and commissioned providers of youth activity will be able to refer to the team.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>September 2017</p>

Action	Responsibility	Date
<p><b>Recommendation 7:</b> The Youth Service should build on the successful pilot of joint-working between the Police, the Council's Rapid Response Team and commissioned providers or Council youth workers, and have a more direct role in the Anti-Social Behaviour tasking group.</p>		
<p>As part of the Youth Service's Youth Activity Hubs delivery model the creation of stakeholder steering groups will be set up including police, schools, business and communities in order to identify and respond to local issues including anti-social behaviour. This response will be delivered through outreach from the Youth Activity Hubs or detached work from the Rapid Response Team depending on which team is best placed to deliver the intervention.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>March 2018</p>
<p><b>Recommendation 8:</b> The Youth Service should explore alternative funding sources to supplement the existing resources available in order further develop facilities and expand its offer to young people.</p>		
<p>The Youth Service is exploring opportunities for new and alternative funding streams in order to supplement its existing resources in order to develop its facilities and improve its offer to the young people of Tower Hamlets. In addition to this there is an objective set out in the Youth Service's service plan to maximise the income achieved from buildings (e.g. hires and leases).</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31<sup>st</sup> March 2018</p>