

Young Tower Hamlets Progress Update

Cabinet
November 2024



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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 youth provision
- What the young people say

Where are we now

- 14 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.

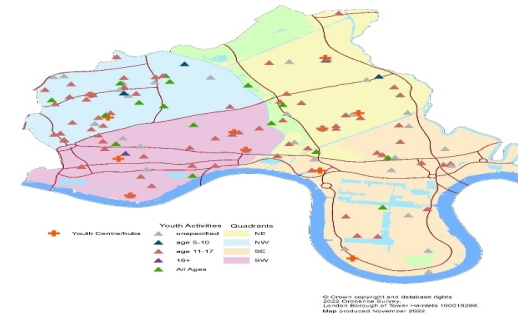
The investment reducing

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.

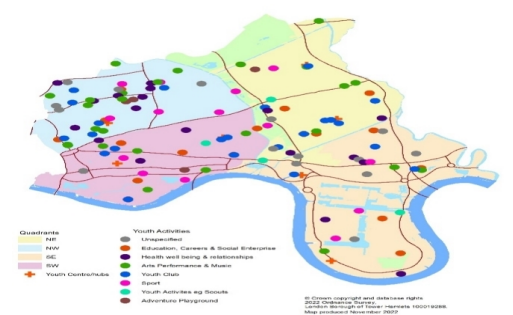
The evidence is growing

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.

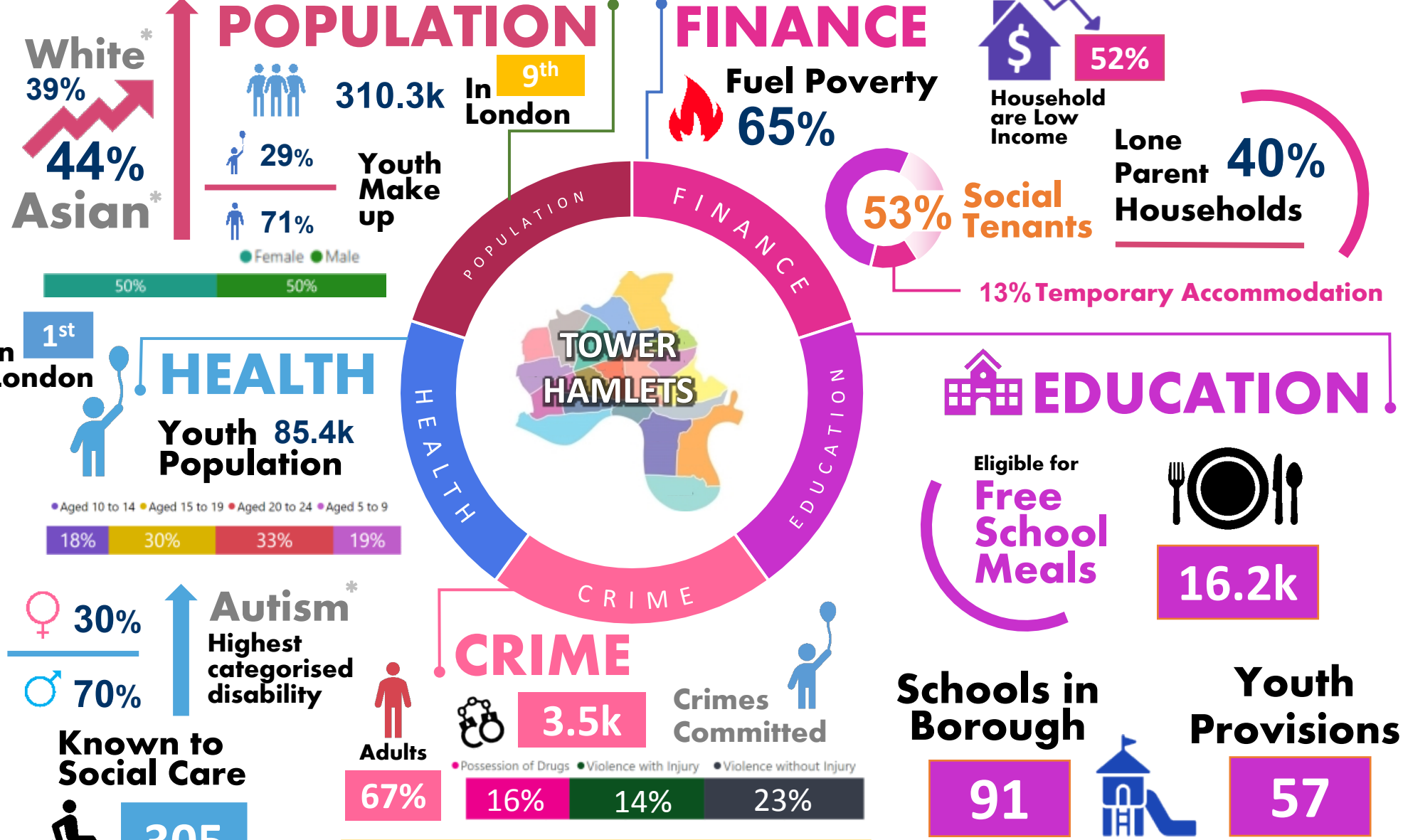
Addressing Need

Tower Hamlets Council



Borough Highlights

- The highest youth population in London
- The highest population density for a borough in London.
- Youth provision to be available in **every** ward



Knife crime is relatively high in the north of the borough in comparison to the south of the borough. Majority of knife related reports are against the ages 18-24

Focus for the following period

Strategy Development

To be presented at Cabinet in
March 2025

Engage an independent
evaluator to review the added
value of the new model

September 2025

Commissioning & Partnerships

Commissioning offer and
budget of specialist and
universal youth provision
March 2025

Safe Spaces

Refurbishments to be
completed by March 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 February
2025



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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

4

2

1

3

5

7

- **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

- **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

- **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

April 2024

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

June 2024

- YTH new structure go live

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The Model



Introduction to staffing structure

- The Young Peoples Service has recently gone through a full-service restructure into Young Tower Hamlets.
- The restructure started with initial consultation in September 2023 and completed in June 2024.
- The interim model is no longer in place as the posts are now created within the staffing establishment.
- Throughout the summer period between July – October 2024 the management team have been recruiting to the following posts:

Universal Team
Managers

Universal Senior
Youth Workers

Targeted Youth
Support Team
Managers

Targeted Youth
Practitioners

Sports coaches

Operational and
Participation
roles

- Over the coming months we will be recruiting to the frontline delivery posts.



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Permanent staff in posts

- The below table presents the roles within the structure and the number of permanent staff within the posts.
- Overall, the structure has 204 posts within it with 24% of posts having a permanent members of staff within them.

No	Service	Role	No post in structure	Perm staff in post	Targeted completion	RAG
1	Management	Head of Service	1	0	December	R
		Group Managers	4	4	Completed	G
		Comms & Engagement	1	0	December	A
2	Universal	Team Manager	3	3	Completed	G
		Senior Youth Worker	7	0	December	A
		Youth Support Worker in Charge	21	0	December	R
		Youth Workers	84	0	December	R
3	Targeted Youth Support	Team Manager	4	4	Completed	G
		Targeted Youth Practitioner	20	14	November	A
4	Integrated Detached Team	Team Manager	1	0	December	R
		Senior Youth Worker Integrated Detached	4	0	December	R
		Youth Support Worker in Charge Integrated Detached Team	4	0	December	R
		Youth Support Worker Integrated Detached Team	20	0	December	R
5	Participation & Operations	Team Manager Operational Support	1	1	Completed	G
		Operational Support Officer	4	4	Completed	A
		Youth Participation Team Manager	1	1	Completed	G
		Youth Participation Practitioner	3	3	Completed	G
		Volunteer and Sessional Staff Coordinator	1	1	Completed	G
		Youth Accreditation and Achievement Coordinator	1	1	Completed	G
		Practice Development Lead	1	1	Completed	G
6	Sports	Senior Youth Worker (Sports)	2	0	December	R
		Youth Sports Coach	6	6	Completed	G
		Sports Adventure Coach	7	7	Completed	G
		Activities Co-ordinator	1	1	Completed	G
7	Commissioning	Commissioning Officer	1	1	Completed	G
		Data Analyst	1	1	Completed	G
Number of posts and percentage of staff in posts			204	26%		

Recruitment Open day

The Young Tower Hamlets structure has over 100 vacant frontline posts. To support with the recruitment and to promote the new service offer the service held an open day on 9 October 2024. On the day there were 14 stalls promoting all of the different aspects of youth work such as:

Universal	Targeted	Detached	Adventure Sports	Youth Participation	Young Work Path
Adult Work Path	National Youth Agency	Volunteers	Young Employees Network	Learning Academy	Employability workshops

The open day was a **huge success** with the following key highlights:

Over 200 people attended	73% of attendants live from the borough	25% of the attendees were between the age of 18–24, followed by 16% of 25–34-year-olds	The reason for visits were 68% looking for job opportunities and 28% seeking information about the service areas
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Safe Spaces Refresh

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

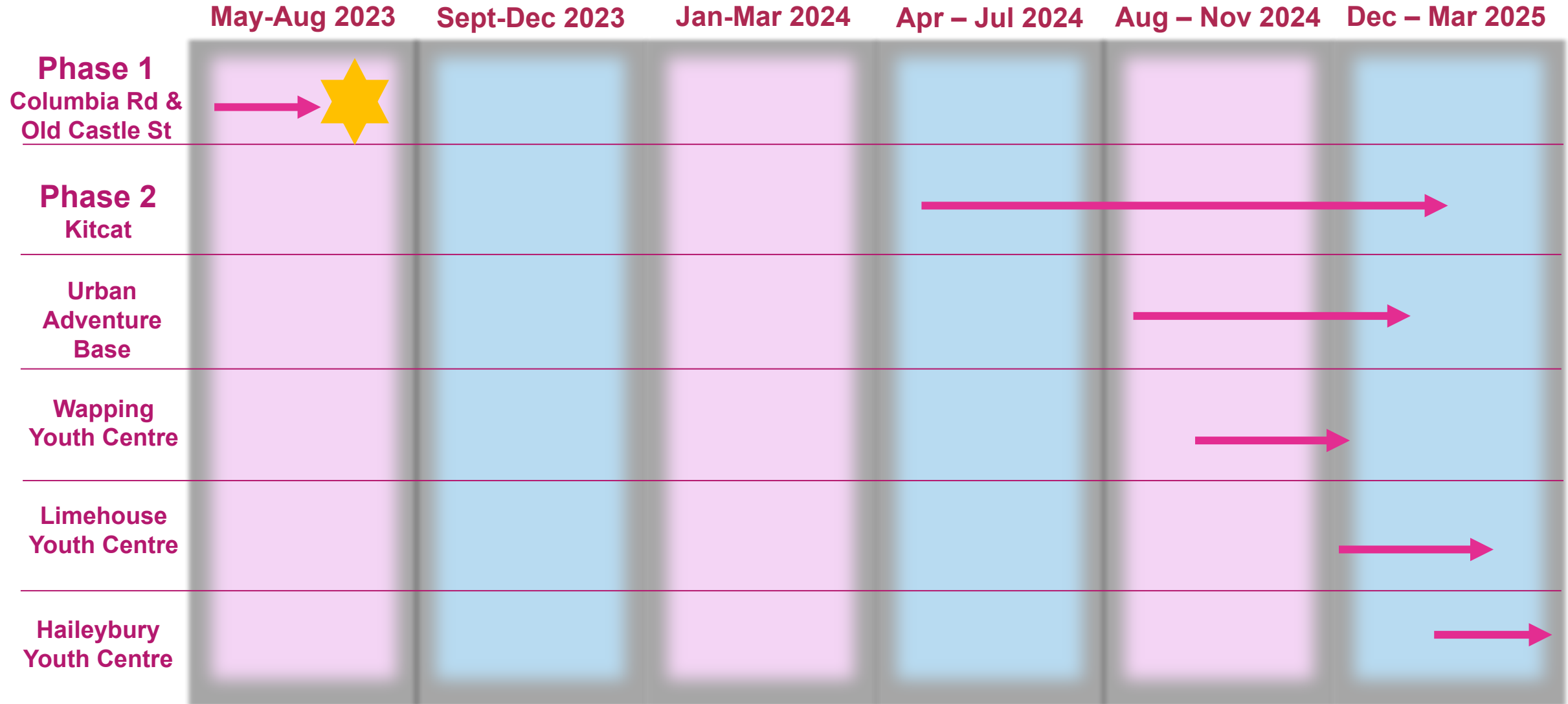
- Columbia Road Youth Centre
- Limehouse Youth Centre
- St Andrews Wharf Youth Centre
- Urban Adventure Base
- Wapping Youth Centre
- Haileybury Youth Centre
- Old Castle Street Youth Centre
- Kitcat Targeted Universal



Safe Spaces – Refresh Timeline



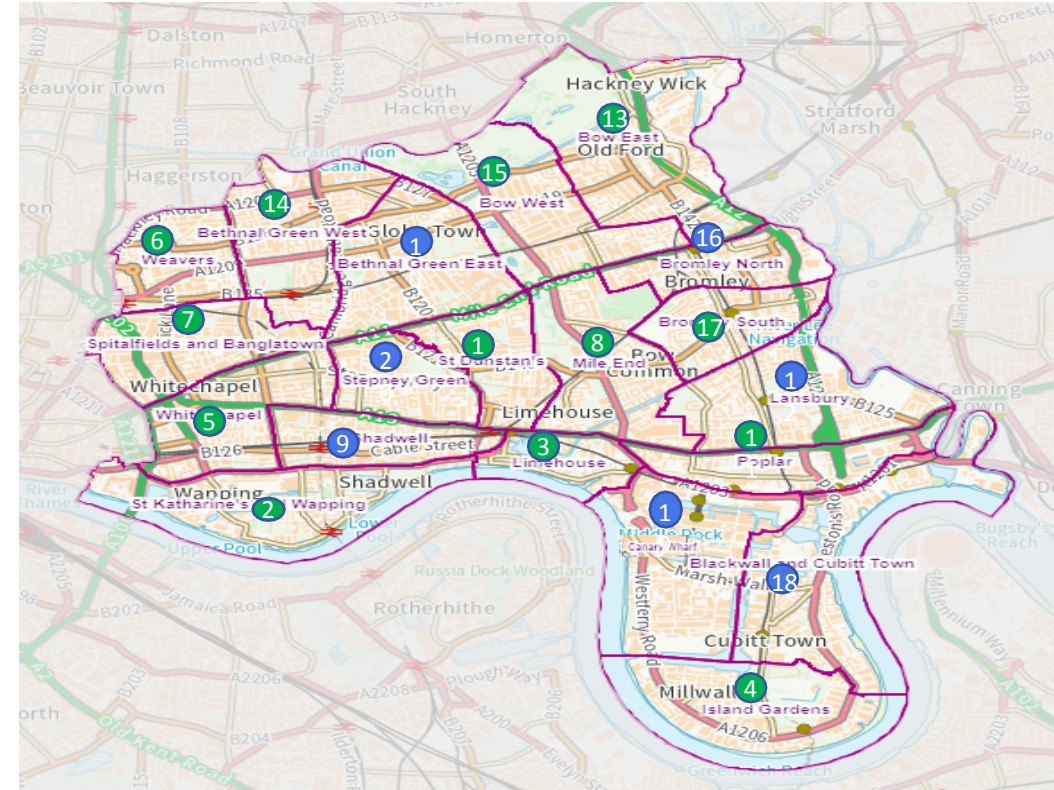
- The service have been successful in securing £488k in Youth Investment Fund grant funding which needs to be spent by March 2025.



Safe Spaces Update

- The below sets out the delivery method i.e. Young Tower Hamlets (YTH) or Commissioned (C).

No	Ward	Building (c =Community owned)	Delivery	RAG	Target opening date
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	G	
7	Spitalfields & Banglatown	Old Castle Street Youth Centre (YTH) Osmani Centre (C)	YTH/C	G	
8	Mile End	UAB (YTH) / 99 St Pauls Way (C)	YTH/C	G	
9	Shadwell	Bigland primary School (C)	YTH	A	Nov 24
10	Bethnal Green East	Bethnal Green Library	YTH	A	Dec24
11	Poplar	The reach (C)	YTH	A	Nov 24
12	Lansbury	TBC	YTH/C?	R	
13	Bow East	East Side (C)	C	G	
14	Bethnal Green West	Minerva Centre (C)	C	G	
15	Bow West	Kitcat (specialist) +1 TBC	YTH	G	
16	Bromley North	TBC	YTH/C?	R	
17	Bromley South	Bow Community Hub (YTH) Link Centre (C)	YTH C	G	Nov 24
18	Blackwall & Cubitt Town	Samuda Centre (50p Club)	YTH	A	Dec 24
19	Canary Wharf	Phoenix Heights (C)	YTH	A	Dec 24
20	Stepney Green	New City Corporation College (TBC)	YTH	A	Feb 25



RAG	Wards	No of Youth Centres 2024-25
G	12	14
A	6	6
R	2	2
Total	20	22

Mayors Small Grants



Positive Activities for Young People

The Positive Activities for Young People is to provide activities during school holidays. The value is £250k per year. In the first round we awarded **£46,829** the next round is due to open in 20 May 2024.

In total we recommended 9 projects.

- Disadvantaged young people to attend a 3-day residential trip to help raise their aspirations.
- Holiday activities for young woman, extended opening hours during the summer.
- Positive activities to increase resilience and confidence.
- 12 arts events across the borough, learning professional dance and much more.

Youth Empowerment Fund

The Youth Empowerment Fund is to support young people to design, bid and deliver projects for their peers. The value is £250k per year. In the first round we awarded **£24,482** the next round is due to open in 20 May 2024.

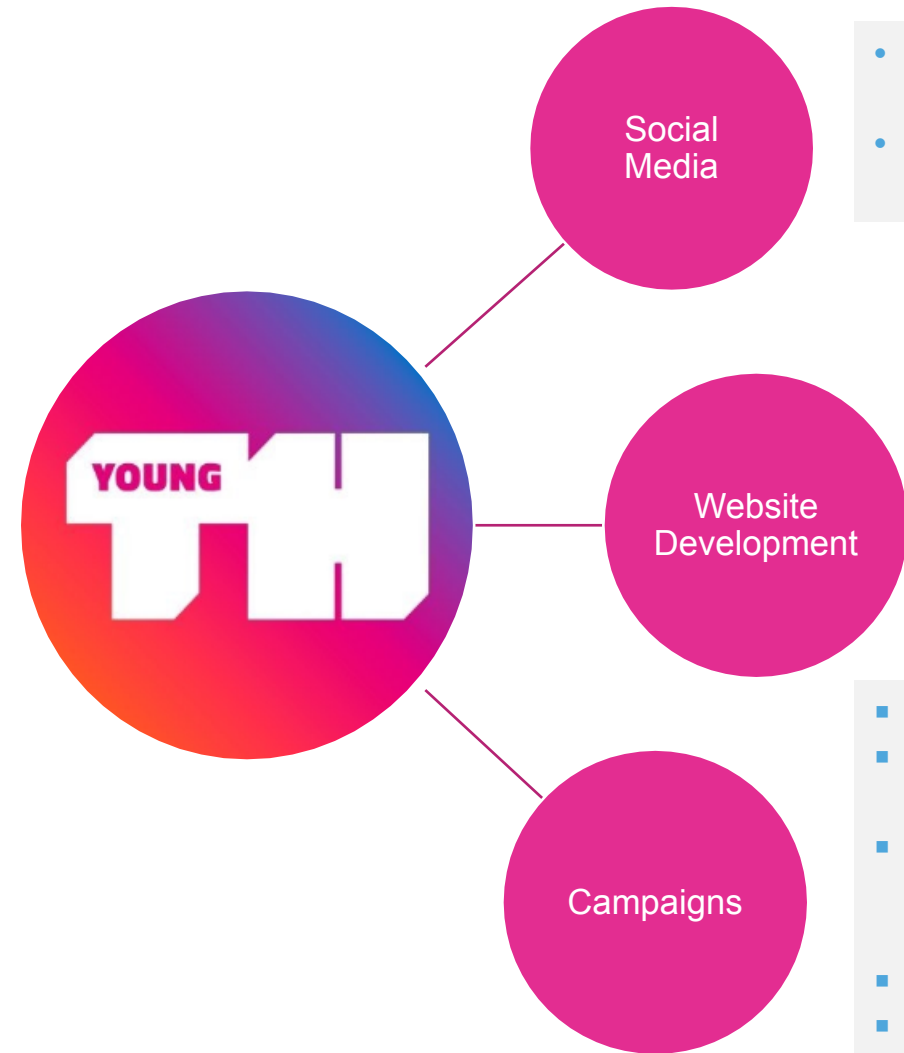
In total we recommended funding 7 projects.

- Young women to run a fundraising event for charity.
- A youth forum to create a gardening project to improve the local environment.
- A peer education project where young people educate each other on the issues affecting them.
- Delivering 4 social action projects tackling mental health in Tower Hamlets.

Commissioning of Youth Contracts

- Discussions have commenced on the recommissioning of the existing specialist youth work contracts. These include contracts for the provision of specialist youth work for children with SEND, LGBTQI children, children transitioning from primary to secondary school, and Somali children and young people. Based on the needs assessment that is being undertaken a proposal providing recommendations will be presented through the governance for a decision.
- A Working Group was set up to review the specialist provision and lead on the commissioning of specialist youth work. The Group will be reporting to the Redesign Group and the Executive Board.
- The Group is currently carrying out analysis to support decision-making on the areas outlined above. This includes a review of a past needs analysis carried out for the Programme and the insights that came out of the Hackatons, as well as in-depth analysis of the performance of existing specialist contracts. A data request has also been raised with the Data and Performance Team to understand the wider picture around SEND and transitions in schools. This analysis will be presented to the Redesign Group in November.
- The Working Group is also considering the best way of engaging with providers and the wider youth sector to inform the decisions outlined above and the future provision.
- Once the areas outlined above are clarified, the Commissioning Team will work with the Procurement Team to design a detailed procurement timeline. The Procurement Team has been engaged regarding the upcoming procurements.
- We will commission universal youth provision in approximately 5 wards where we will not be directly delivering universal youth provision.

Communications



- TikTok channel (@youngtowerhamlets) now fully launched. 2,809 followers, over 13k likes and over **1.5m views** across videos so far demonstrating successful channel growth.
- Top 3 YTH videos by views: World Book Day (**189k**), Study tips from Youth Council during exams (**97k**), Urban Adventure Base – sports events during Easter (**88k**)

- Website launched in August, and we continue to promote the website across our council channels. Visits to date are **5,238**.
- Feedback provided by service and actioned by communications.
- Young people will be the website user testers contributing to the look and feel of the new site.

- Communications strategy continues.
- Calendar of themes and awareness days created with monthly focus.
- Recruitment campaign launched in September and is ongoing. Communications supported with Open Day on 9 September, including photo and video content.
- Young Mayor applications and elections support.
- Youth Achievement Awards – nomination form published and encouraging submissions.
- Duke of Edinburgh landing page on website, promoting across channels.

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Strategy Development



Young Tower Hamlets Strategy Development



- The Young Tower Hamlets strategy is in progress a draft is going through governance and scheduled to be presented at Cabinet in March 2025.
- 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.

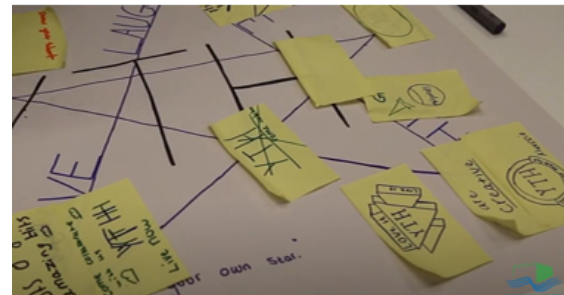
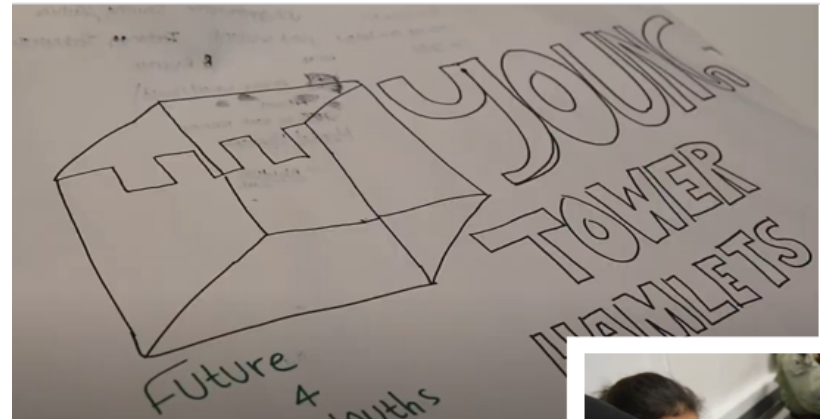


Hackathon Consultation Events

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.



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."

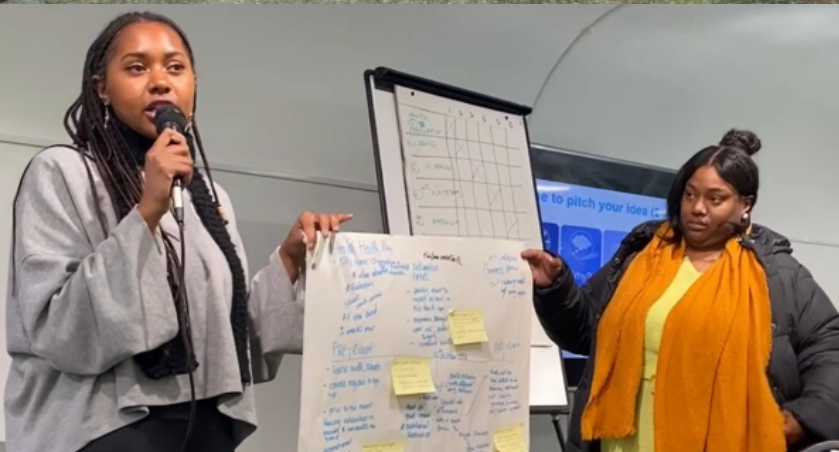
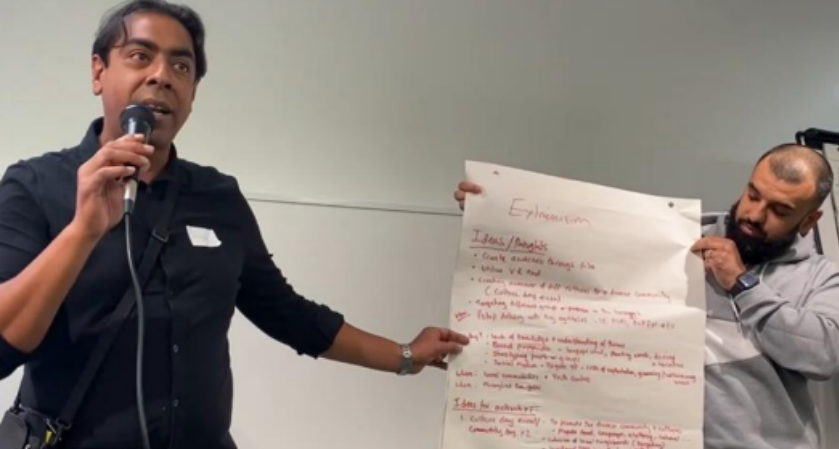


"I think we have quite a lot, but we need to ask young people what they enjoy and make programmes based on their answers rather than just assuming."

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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.

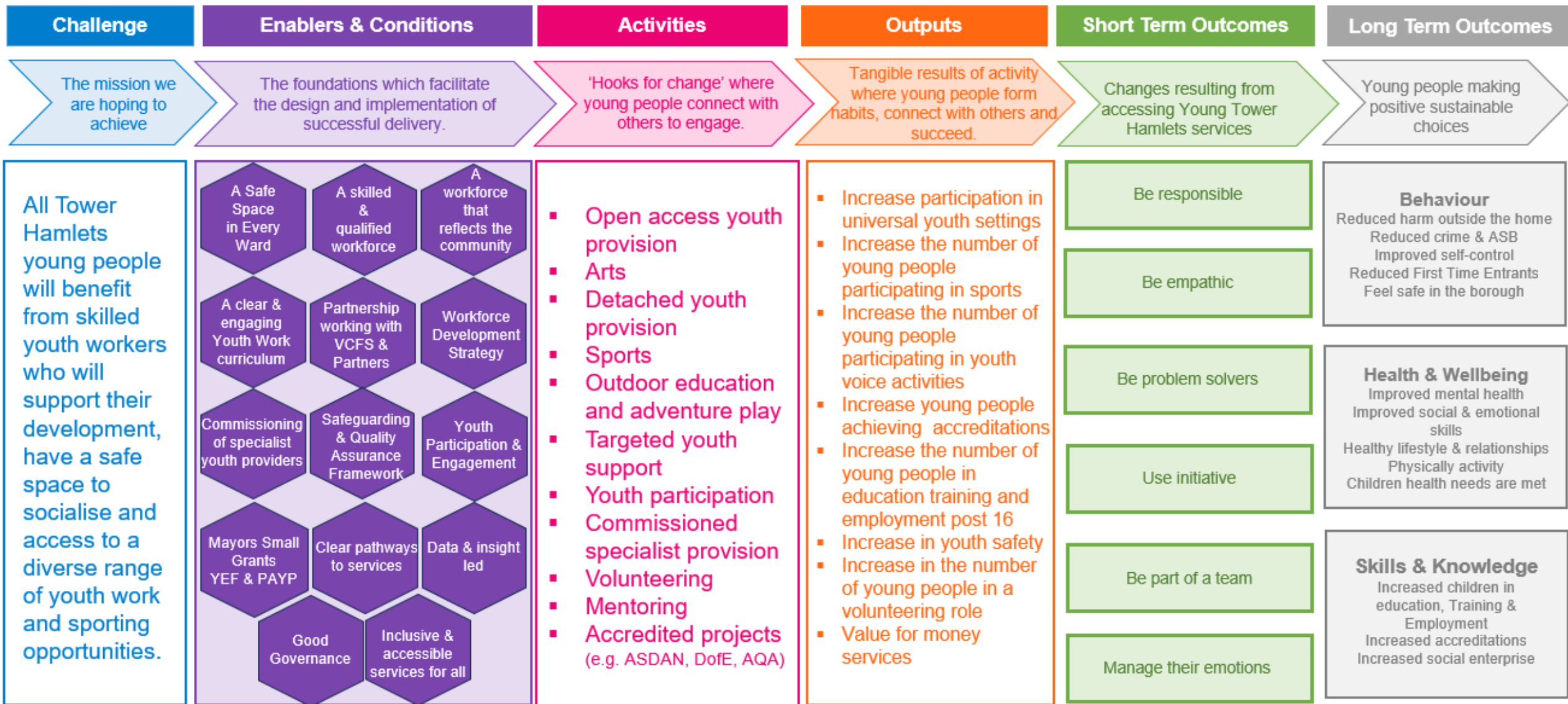
Excellence & Quality: To keep the child's voice at the centre of all the work we do.

Draft Theory of Change

Our Theory of Change sets 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.

Discovering potential, achieving success

Our vision statement for Tower Hamlets is all young people are provided with inspiring opportunities, exciting activities, and tailored support regardless of background. Enabling them to discover their full potential, transform our community and become the next generation of success stories.



Governance



P6 Revenue Forecast



Youth Investment High-Level spending Forecast

No	Workstream	Item	Revenue Budget
1	Safe Spaces	Revenue – building rental	1,143,797
		Furniture fit out	0
		IT Revenue	150,000
2	Workforce Development	Training and development	200,000
		Activity, Equipment and Resources	802,364
		Positive Sport and Outdoor Activities	200,000
3	Comms & Consultation	Comms, Events, branding and design	105,000
4	HR & Change	Workforce	7,663,620
6	Commissioning	Commissioning	1,100,000
7	Transport	Transport	0
		Total	11,364,781

Forecast P6					Over/under	£000
2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	TOTAL		
175,125	175,125	175,125	175,125	700,500	-443,297	
12,519	12,519	12,519	12,519	50,075	50,075	
37,500	37,500	37,500	37,500	150,000	0	
50,934	50,934	50,934	50,934	203,736	3,736	
208,743	208,743	208,743	208,743	834,974	32,610	
50,000	50,000	50,000	50,000	200,000	0	
26,250	26,250	26,250	26,250	105,000	0	
1,439,648	1,439,648	1,439,648	1,439,648	5,758,592	-1,905,028	
365,000	365,000	365,000	365,000	1,460,000	360,000	
3,168	3,168	3,168	3,168	12,673	12,673	
2,368,888	2,368,888	2,368,888	2,368,888	9,475,550	-1,889,231	

P6 Capital Forecast



Youth Investment High-Level Capital Spending Forecast

			Budget	Forecast						
No	Workstream	Item	Capital Budget	2024-25 Q1 Actuals	2024-25 Q2 Actuals	2024-25 Q3	2024-25 Q4	TOTAL	Over/under	£000
1	Safe Spaces	Kitcat Terrace	643,555	4,426	15,354	311,888	311,888	643,555	0	
2	Safe Spaces	Limehouse Youth Centre	299,303		0	149,652	149,652	299,303	0	
3	Safe Spaces	Wapping Youth Centre	219,725	0	10,839	104,443	104,443	219,725	0	
4	Safe Spaces	Haileybury Youth Centre	152,240	0	0	0	152,240	152,240	0	
5	Safe Spaces	Urban Adventure Base	216,580	6,979	13,260	196,341	0	216,580	0	
6	Safe Spaces	IT across all sites	200,000	0	0	100,000	100,000	200,000	0	
Total			1,731,403	11,405	39,453	862,323	818,222	1,731,403	0	

Implementation Timetable

Skilled and qualified workforce commences in June 2024

Finalise the commissioned offer and budget March 2025

Workforce Development Strategy implemented February 2025

A 'Safe Space' in every ward August 2025

Strategy to be presented at Cabinet in March 2025

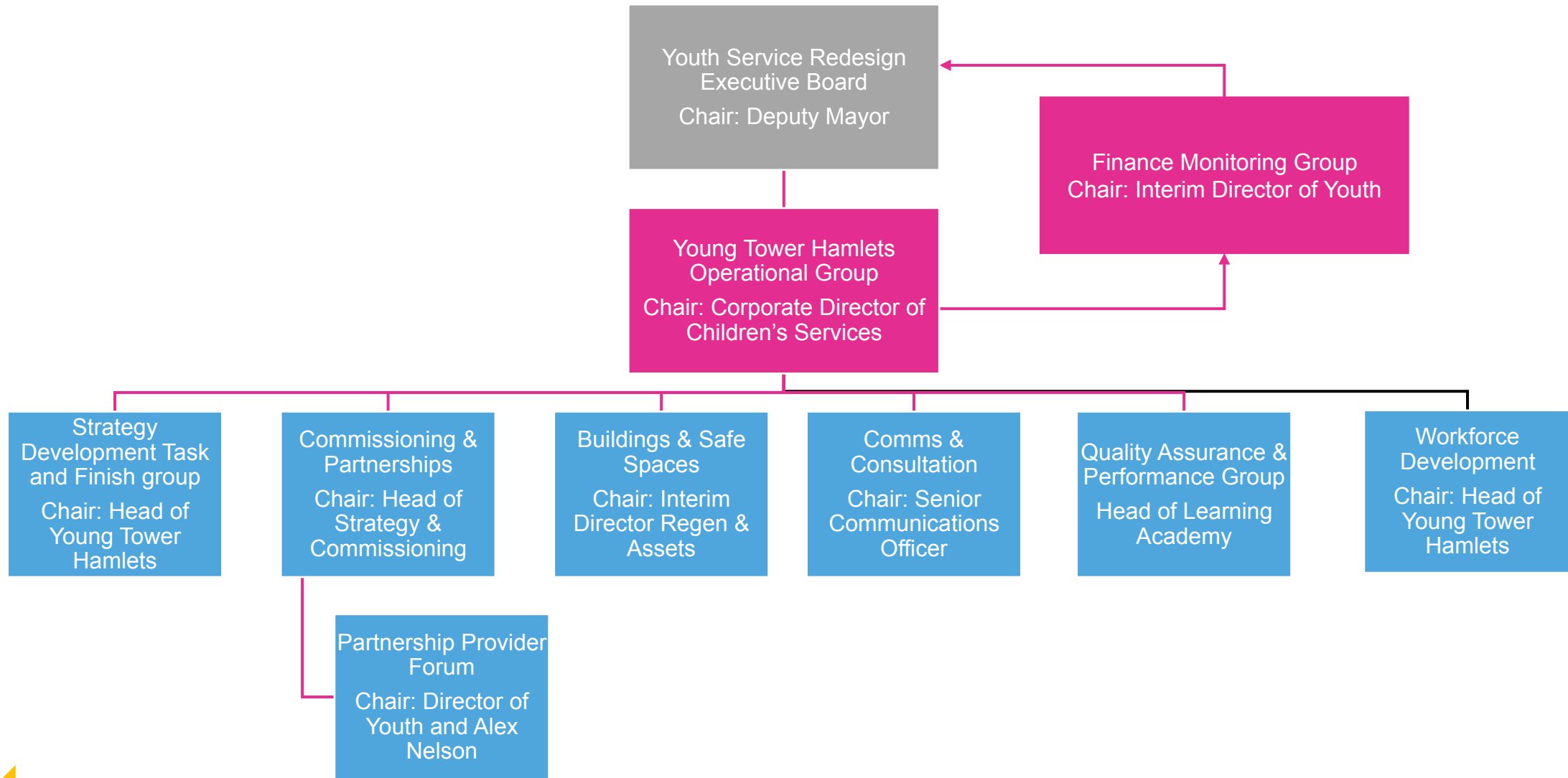
Quality Assurance Framework in place December 2024

Safe Spaces Refurbishment completed by March 2025

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Transformation Governance



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	Interim Director Youth

Service Governance

Young Tower Hamlets
Service Meeting
Chair: Director of Youth

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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No	Details of Risk Event	Negative Consequences	Date open	Workstream	Current Assessment of Risk			Risk Owner	Mitigating Actions / Controls	Control Owner	Controlled Assessment of Risk		
5	Communications with community providers around partnership arrangements.	Relationships with partners break down and trust is lost.	10.05.2023	Commissioning & Partnership	4	4	16	Head of Commissioning	Provider partnership meetings in place Extension to the current contracts.	Director of Commissioning	2	1	2
17	Risk that youth service provision is undersubscribed'	Children/young people are not aware of the service.	22.8.2023	Comms/ Operational Team	4	5	20	Group Manager Safe Spaces & Senior Communications Office	Promotional material, engagement, working with partners, parents. Comms strategy and Social media to be up and running, YTH staff now doing outreach.	Director of Youth	2	2	4
18	HR capacity may not be enough to support the redesign, recruitment, interview process and onboarding of new staff.	Could hold up the timescales for operational delivery.	24.8.2023	HR & Change	5	5	25	Senior HR Business Partner	Budget for x1 HR agency resource. Use of the Operational Support Officers to help with service element of recruitment.	Head of HR	3	2	6
19	Tech resources may not have enough resources to deliver the buildings at the same time.	That the building refurbishments are not completed to timescale or to quality.	5.10.2023	Safe Spaces	4	4	16	Head of Facilities Management	YTH to support Facilities Management with additional resource to support with the development of the spec and project management. Consideration to stagger the refurbishment in line with the timescales and deliver to high-quality.	Divisional Director Property and Major Programmes	2	2	4
20	The service is operational before the Infrastructure is in place such as IT, Data, Audits etc	By not having the Infrastructure in place leaves the service and Council at risk of not having grip or line of sight of service delivery. Unable to undertake corporate reporting and no clear line of sight for safeguarding.	5.10.2023	Redesign Group	5	5	25	Director of Youth	Recruitment of a PDL and IT/Technical Project Manager. Data Officer has been in place since January 2024 with datasets in production. Learning Academy overseeing the case management audits.	Corporate Director of Children's Services	3	2	6
21	The service is continuing to use VIEWS there may be better systems within the Council to use i.e. Upshot, Mosaic.	There may be more effective systems to use within the Council such as Mosaic which may result in moving from VIEWS to Mosaic and re-doing the work that is already underway at a later stage.	5.10.2023	Redesign Group	4	4	16	Head of Youth Service	Contract extension for 1 year whilst the redesign has concluded. Recruitment of an IT PM to take this work forward.	Director of Commissioning	2	2	4

Thank you

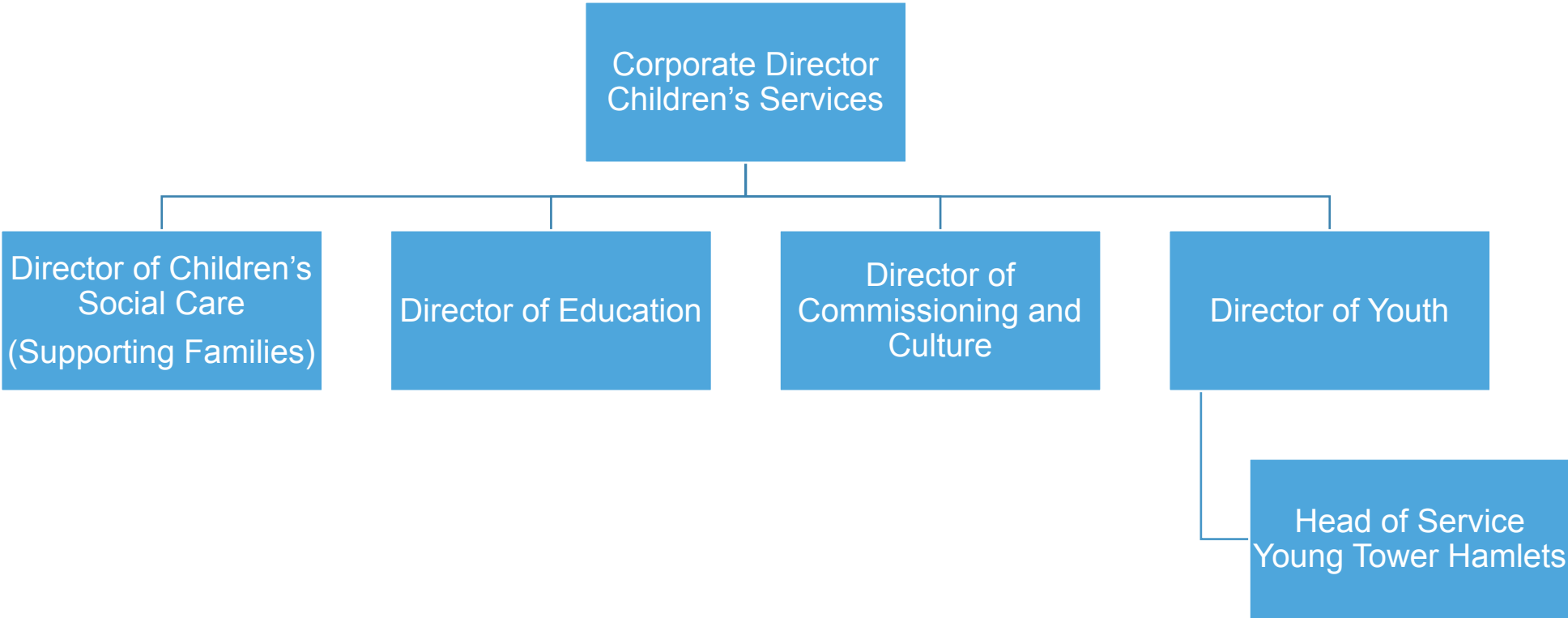


Appendix 1

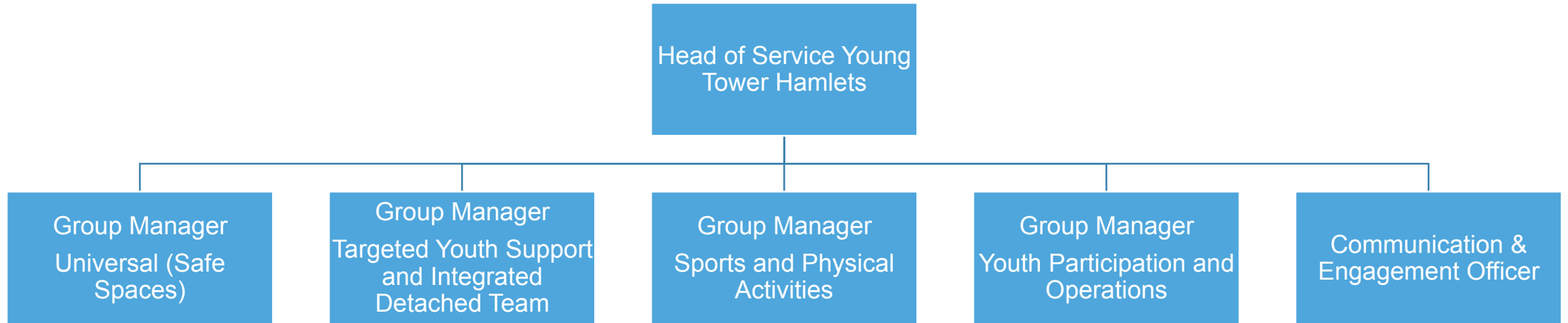
The Young Tower Hamlets Staffing Structure



Children's Services Senior Leadership Team



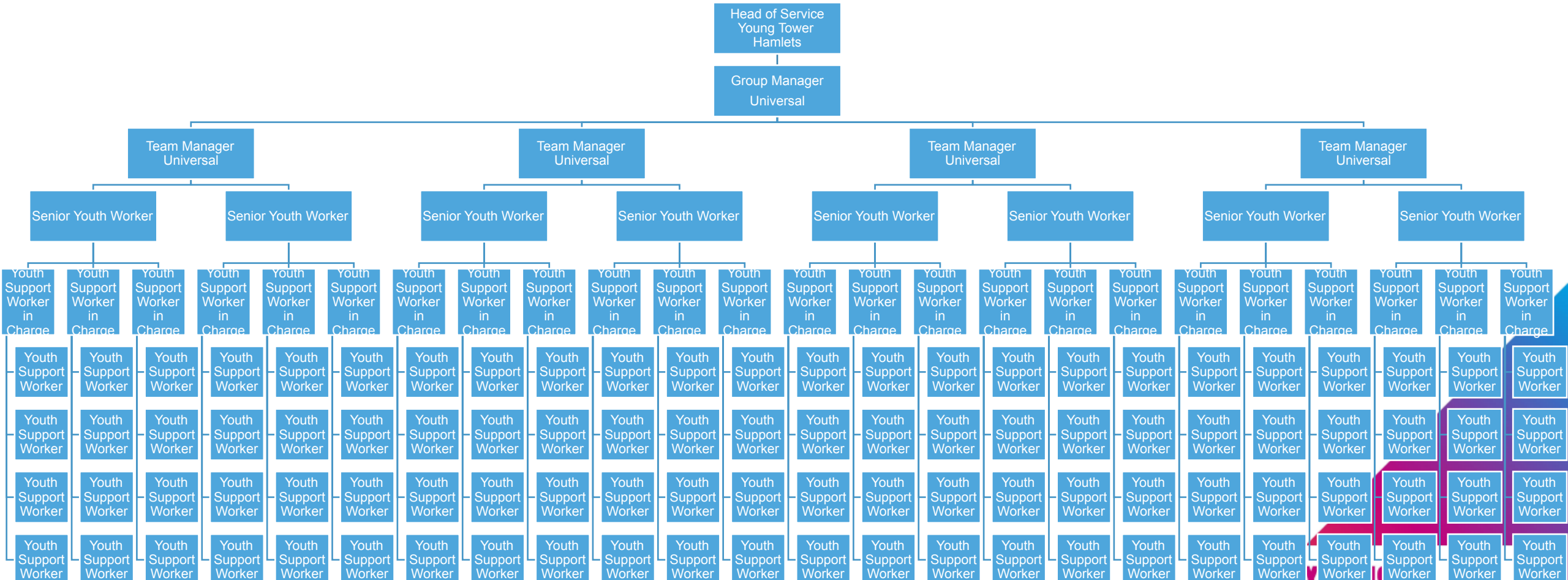
Young Tower Hamlets Management Team



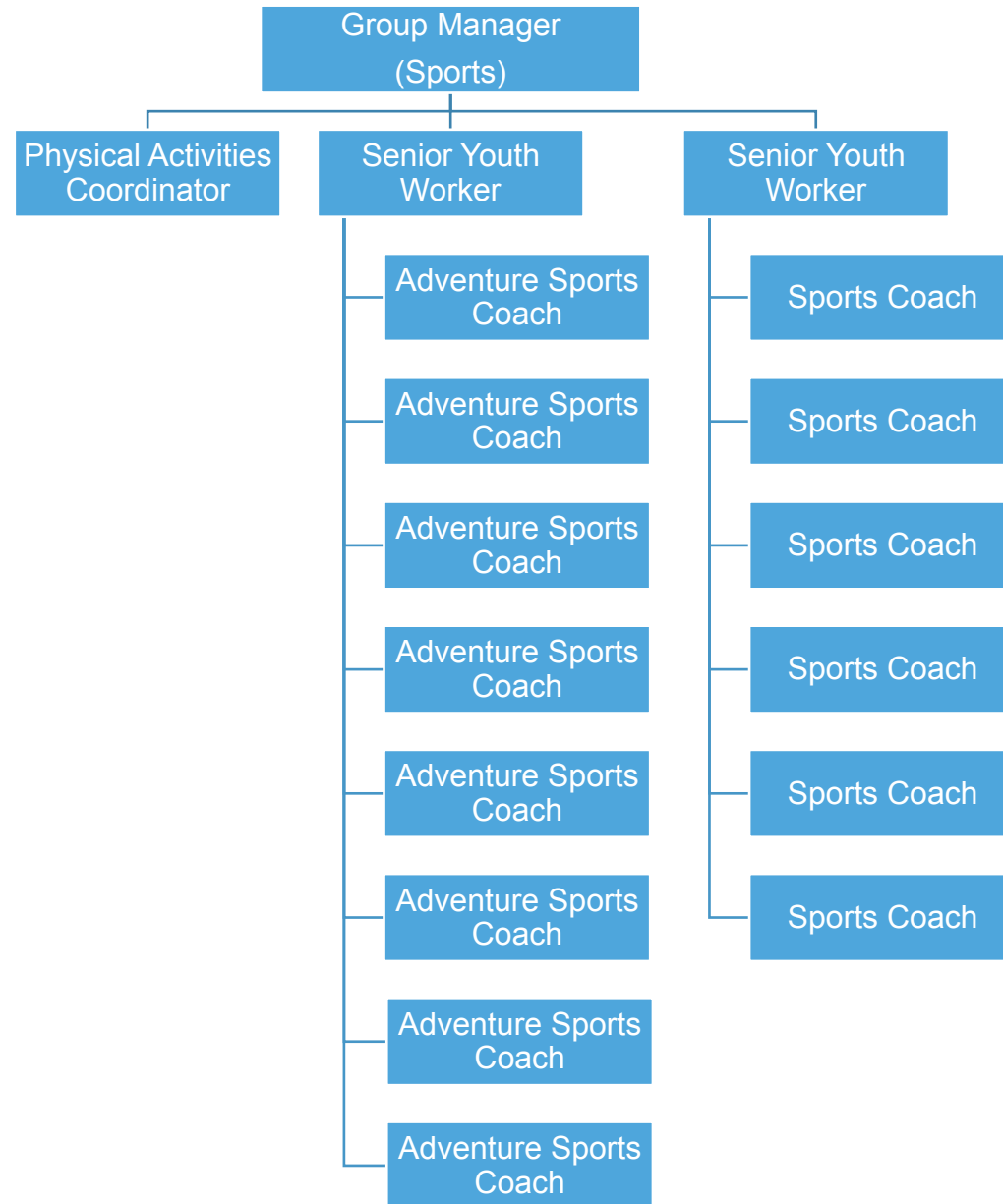
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Young Tower Hamlets Universal Team



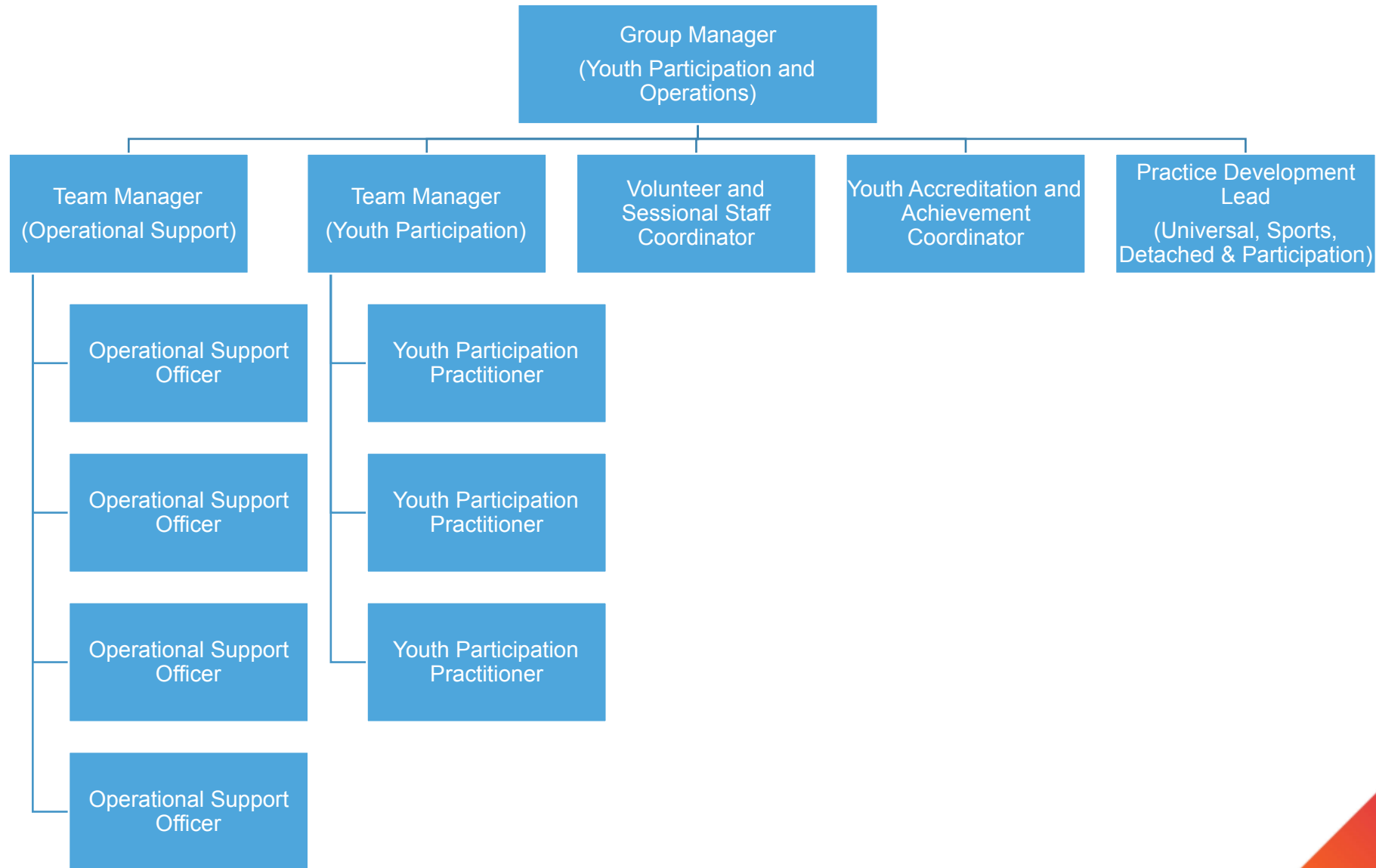
Young Tower Hamlets Youth Sports Team



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Young Tower Hamlets Youth Participation and Operations



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