

To: **Members of the Leisure Services Committee**

Councillors: D. Bragg (Chairman); N. Al-Sanjari; K. Gilder; A. Heap; R. Horskins;
V. Lewis; B. Rowland; D. Smith; A. Swaddle.

NOTICE IS HEREBY GIVEN that a meeting of the Leisure Services Committee is to be held at the Oakwood Centre at 8:00pm on Tuesday 16 November 2021, at which your attendance is requested.



Kevin Murray
Deputy Town Clerk

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST**
To receive any declarations of interest from Members on agenda items.
3. **MINUTES OF THE MEETING HELD ON 31 AUGUST 2021**
To approve the minutes of the meeting of the Leisure Services Committee held on 31 August 2021 and for the Chairman to sign them as a true and accurate record. *(These minutes were provided in the Full Council agenda of 28 September 2021)*
4. **MINUTES OF THE EXTRAORDINARY MEETING HELD ON 7 OCTOBER 2021** Page 3
To approve the minutes of the Extraordinary Leisure Services Committee held on 7 October 2021 and that they be signed by the Chairman as a correct record.
5. **BUDGETARY CONTROL** Page 5
To note **Report No. LS 18/21.**
6. **WOODFORD PARK LEISURE CENTRE, SPORTS DEVELOPMENT AND ACTIVITIES** Page 7
To receive **Report No. LS 19/21.**

7. **PARKS AND BUILDINGS**
To receive **Report No. LS 20/21.** Page 8
8. **WOODLEY TOWN COUNCIL YOUTH STRATEGY**
To receive **Report No. LS 21/21.** Page 13
9. **ALLOTMENT TENANCY AGREEMENT**
To consider **Report No. LS 22/21.** Page 90
10. **EXCLUSION OF PUBLIC AND PRESS**
To resolve that in line with Standing Order 1c), in view of the confidential nature of the business about to be transacted in relation to contractual matters, it is advisable in the public interest that the public and press are temporarily excluded and they are asked to withdraw for item 11 on the agenda.
11. **WOODFORD PARK DESTINATION PLAY AREA**
To receive **Report No. LS 23/21.** Page 95
12. **FUTURE AGENDA ITEMS**
To propose future agenda items for the Committee's consideration.
13. **PUBLICITY & WEBSITE**
To consider which items to publicise.

Minutes of an Extraordinary meeting of the Leisure Services Committee held at the Oakwood Centre on Thursday 7 October 2021 at 8:00 pm

Present: *Councillors D. Bragg (Chairman); N. Al-Sanjari; K. Gilder; A. Heap; R. Horskins; V. Lewis; B. Rowland; D. Smith;*

Officers present: *K. Murray, Deputy Town Clerk; M. Filmore, Committee Officer*

Also present: *Cllr K. Baker
2 members of the public*

13. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor A. Swaddle.

14. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by Members.

15. **WOODLEY TOWN CENTRE TREE GARDEN**

The Chairman set out the background to the Town Centre Tree Garden project and noted the recommendations detailed in Report No. LS 17/21.

The Chairman highlighted that the original planting project had been agreed at Full Council on 21 July 2021, and at the Leisure Services Committee meeting held on 17 November 2021 the Committee resolved to commit £4,500 from Section 106 money for the planting scheme. At that time, it was envisaged that the project could be undertaken in-house, however this was not now possible.

The Chairman of the Friends of Woodford Park, Mr David Provins, was invited to speak by the Chairman. Mr Provins stated that this project was not what the people of Woodley wanted. From discussions with members of the public he believed the public want seating areas. He also stated that the newly proposed planting scheme did not address the issue of the solid road base under the garden area nor access, stating it would be unsafe for volunteers to step over the wall to undertake work. Mr Provins also stated this was not what people wanted their public funds to be used for.

In response the Chairman highlighted that Section 106 money can only be used for capital projects such as this. The Chairman also confirmed that seating would be considered in phase 2 of the project.

In response to a query it was noted that the Covid-19 lockdown restrictions had prevented the Council from moving forward with this project after it was originally agreed in November 2020. The Deputy Town Clerk confirmed the project was further delayed when essential tree works had to be undertaken to the trees within the garden area, which Wokingham Borough Council were unable to undertake until the Summer 2021. When these works were completed a capacity issue emerged which meant the work could not be undertaken in-house. It was noted that agreeing the new planting scheme and funding now would enable to the planting to take place imminently, by the end of this planting season.

With regards to the future maintenance of the garden, the Deputy Town Clerk confirmed that the general maintenance of the garden, including weeding and watering, would be undertaken by the Grounds team as part of their annual maintenance regime. There would only be the need for one annual cut back to make way for the new seasons growth. It was noted that a projected cost for the annual maintenance of the site was not known. There would also be some cost related to the water supply, but it was hoped this would be offset by the new rainwater harvesting installed at various Council buildings. The Deputy Town Clerk also confirmed that the aforementioned capacity issue was not expected to impact the general, day to day grounds maintenance.

Following a query the Deputy Town Clerk confirmed there was compacted rubble under the garden. This could be broken up as part of the planting project as required and the soil level raised.

With regards to seating, the Deputy Town Clerk confirmed that nothing would happen without full consultation with residents and interested parties, such as the Woodley Town Centre Management Initiative. The plan is to consider how residents use the space once the planting is completed before considering what type and location of seating will be appropriate.

In response to a recommendation, it was agreed that the planting scheme should be adapted to include sensory flowers, for example scented flowers, so those with sensory impairments can enjoy the garden too.

Following a query directed to the Chairman of the Friends of Woodford Park as to whether they were keen to be involved in the upkeep of the garden, Mr David Provins confirmed that the group, as they had stated previously, did not wish to be involved due to the lack of access or space for their equipment whilst undertaking maintenance.

A concern was raised about liability should someone be injured either tripping or falling over the wall. The Deputy Town Clerk confirmed that anybody either working for, or undertaking voluntary work on behalf of the Town Council would be covered by the Council's public liability insurance.

RESOLVED:

- ◆ To note the contents of the report.
- ◆ To approve the planting scheme presented in the report along with the allocation of £15,000 funding from the available Section 106 monies, and to approve Officers to engage the contractor to deliver the planting project and water supply as detailed in the report.

Voting: For: 5 Against: 1 Abstentions: 2

The meeting closed at 8:42 pm

LEISURE SERVICES COMMITTEE**BUDGETARY CONTROL 2021/22****Report No. LS 18/21**

EXPENDITURE	Budget 2021/22	Actual Exp as at 31/10/20	Actual Exp as at 31/10/21	Actual Exp as % of Budget	Information
Woodford Park LC & 3G pitch	361667	183783	197099	54.5	Rates, vending, certification, washroom services, equipment & 3G pitch repairs costs over 58% - all other costs under.
Grounds Maintenance Football	27681	13782	14024	50.7	Repairs over 58% - all other costs under.
		6152			Equipment costs over 58% - all other costs under at this
	21777		11896	54.6	point.
Cricket	12479	3642	7407	59.4	Horticultural supplies over 58% - all other costs under.
Bowling Green	15713	7370	9071	57.7	Horticultural supplies over 58% - all other costs under.
Woodford Park Memorial Ground	36323	18946	20603	56.7	Repairs and maintenance over 58% - all other costs under.
	9829	5465	5480	55.8	No expenditure on horticultural supplies or play equipment at this point.
Garden of Remembrance Play areas and open spaces	7427	4228	4286	57.7	Inscription costs over 58% - all other costs under.
		7209			Play equipment costs over 58% - all other costs under.
	12461		7385	59.3	
Coronation Hall	26456	14724	15976	60.4	Rates, washroom services, certification & repairs over 67% - all other cost under.
Chapel Hall	21426	10933	10968	51.2	All costs, apart from rates & washroom services, lower than 58%.
Allotments	19977	9380	6853	34.3	Water costs over 58%, all other costs under.
Amenities	4508	2092	3007	66.7	Light, heating & repairs over 58% - all other costs under.
Events	8885	840	872	9.8	No expenditure this year on PR or Woodley Carnival.
Public toilet	8085	4207	548	6.8	Water rates over budget est - all other costs under 58%.
Youth Services	29000	12676	0	0.0	No expenditure at this point - new SLA being prepared.
TOTAL	623694	305429	315475	50.6	

Month 7 - 58%

INCOME	Actual Inc				as % of Budget	
	Budget 2021/22	as at 31/10/20	as at 31/10/21	as at 31/10/21		
						<i>(Furlough income included in Actual Income)</i>
Woodford Park LC & 3G pitch	167750	125864	212378	126.6		Rent / letting income / vending income / sports hall / courses / tennis / equipment hire all over 100%. 3G pitch income at 96%. Gym membership at 89%. Furlough Inc: £15,639
Grounds Maintenance	520	1432	396	76.2		Depot income (grass cutting) at £215. Furlough Inc: £181
Football	6000	5066	10365	172.8		Pitch fees paid in advance.
Cricket	2600	1727	4600	176.9		Cricket season over.
Bowling Green	8181	5655	7534	92.1		Invoice issued to Bowling Club under new lease.
Woodford Park	3250	4273	10139	312.0		Rent re Woodley Pre-school & payment for two benches received. Furlough Inc: £1,088
Memorial Ground	241	1087	272	112.9		No letting income received. Furlough Inc: £272
Garden of Remembrance	900	1551	980	108.9		Inscription income received.
Play areas and open spaces	0	952	1542	0.0		Furlough Inc: £1542
Coronation Hall	8000	8051	14925	186.6		Letting income at 127% of budget estimate. Furlough Inc: £4,043
Chapel Hall	14000	11750	23731	169.5		Letting income at 127% of budget estimate. Furlough Inc: £4,616
Allotments	13912	746	772	5.5		Rents due in December. Furlough Inc: £635
Amenities	0	0	907			Furlough Inc: £907
Events	0	0	544			Furlough Inc: £544
Public toilet	500	135	481	96.2		Increase in use of public toilet.
Youth Services	0	0	0	0.0		
TOTAL	225854	168289	289566	128.2		Total Furlough Inc as at 31/10/21: £29,467
NET TOTAL	397840	137140	25909	-78		

Month 7 - 58%

WOODFORD PARK LEISURE CENTRE, SPORTS DEVELOPMENT AND ACTIVITIES

REPORT OF THE LEISURE SERVICES MANAGER

PURPOSE OF REPORT

To inform and update Members on developments at Woodford Park Leisure Centre.

WOODFORD PARK LEISURE CENTRE

Pulse Fitness Gym Equipment

We are in the final stages of confirming a two-year extension to the gym equipment lease. Both the equipment and the cost will remain the same throughout the short-term extension. Final paperwork is being prepared at the time of writing this report.

Music License

After a long delay, we have been handed a music license credit for exercise classes cancelled as a result of coronavirus. The credit totaled £556.88 and our music licenses are now up to date and in place until 1st June 2022.

Premier League Defibrillator Fund

There has been a delay installing the defibrillator as a result of supply issues relating to the protective cabinet. Unfortunately, The Football Foundation is unable to provide a timeframe for delivery at the moment.

Berkshire Renegades

We have marked out a fifty-yard grass American football pitch for the Berkshire Renegades to use alongside the 3G Pitch for training and tournaments.

The Renegades also coordinated a charity tournament named Flagfest in October to raise funds for Sport in Mind. The event has raised a total of £1,008 so far.

Christmas Charity Day

Thursday 16th December will see the return of our annual Christmas Charity Day which was cancelled last year as a result of coronavirus. The event raises funds and awareness for Prostate Cancer UK and will include a cake sale, £1.00 activities for non-members and various other fund-raising activities.

Christmas Opening Hours

The Leisure Centre will be open and closed as below over the Christmas period:

- Closed from 4:00pm on Thursday 23rd – Tuesday 28th December
- Open Wednesday 29th & Thursday 30th December
- Closed Friday 31st December & Saturday 1st January
- Open Sunday 2nd January

RECOMMENDATIONS

- ◆ **That Members note the contents of the report.**

PARKS AND BUILDINGS

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To inform Members of matters concerning the Town Council's buildings and maintenance of the facilities.

Woodford Park Leisure Centre

Flat Roofing

The invitation to tender for the replacement of the flat roofing on the leisure centre has been published on the Council's website and the Government Contracts Finder site. The tender is for the installation of a single ply membrane system as agreed by the Strategy and Resources Committee on 15 September 2020 (Minute 4). The Committee allocated £40,000 from the Council's available CIL monies for this project.

Energy/Electrical Works

An electrical contractor has been engaged to produce an electrical specification for the rewiring of the leisure centre to ensure compliance with the fixed wiring regulations. Once costed this work will go out for quotes/tendering as appropriate and a report for funding will be submitted to the Strategy and Resources Committee.

We are taking this opportunity to speed up the change to LED lighting and consider options for heating going forwards. Officers have met with the Energy Officer from Wokingham Borough Council to look at the potential to take advantage of the Borough Council's buying power and partnerships, to speed up the decarbonising of the Council's buildings. The Climate Emergency Working Party will meet shortly to consider how this might work.

Flat Tenant

The current tenant in the flat will be vacating the property on 20 November. A new tenant will be moving into the flat from 7 January. The Maintenance Team will carry out some decorating and replace some bathroom items before the new tenant moves in.

Woodford Park

Funfair

Beech's Funfair visited the park during the October half term following a successful visit in the summer. The fair was well attended and provided £3,770 income to the Council. The fair has rebooked for summer and the October half term in 2022.

Green Flag

Woodford Park was awarded Green Flag status again in 2021. This is the fourth consecutive year that the park has achieved the award. The Green Flag programme is managed by Keep Britain Tidy as a benchmark standard for the management of green spaces in the UK and around the world.

New Play Area

The Play Area Task and Finish Working Party has been working on the project over recent weeks and a detailed report is included separately in the agenda.

Rotary Rose Garden

Rotary are looking to extend the rose garden which is in the Rotary Garden to the rear of the Oakwood Centre. They are also purchasing an additional seat for that area. The Grounds Team are preparing the ground and will carry out the planting.

Tree works

A number of Poplars have been felled along the boundary with St Dominic's School. Most of these trees are very rotten and the worst of these were removed last year with others scheduled for 2022. One of the trees came down in October across the school fence and after re-inspection it was decided to remove the remaining rotten trees as quickly as possible. There are opportunities for re-planting along this boundary and this will be a project for 2022 that will require funding. Officers are looking at opportunities for planting of additional trees and plants across the Council's green spaces and this will come back to the Committee for consideration.

Friends of Woodford Park

Notes of the liaison meeting on 21 September are attached at **APPENDIX A**.

Remembrance

A gathering of Remembrance took place at the war memorial on Thursday 11 November. The event was well attended by Members of the Council, representatives from the Royal British Legion, the police, local community groups, schools and the public.

Malone Park

Large sections of the timber/chainlink fencing around the play area at Malone Park suffered vandalism damage over the weekend of 23/24 October. The damaged fencing was removed to make safe on 25 October. Some of the fencing was in poor condition and would have required replacement in the next 1 – 2 years. The estimated cost of replacing the fencing with a robust, galvanised bow top railing is £11,000. Quotes are currently being sought. This type of railing is fully compliant with ROSPA requirements for play areas and have a lifespan of 30 years+. It is anticipated that a proposal will be submitted to the Strategy and Resources Committee on 23 November for the allocation of funding to replace the fencing.

Allotments

Occupancy

There is currently 100% occupancy with around 70 people on the waiting list.

Locks

New padlocks have been purchased for the site and will be installed in the new year. The locks have restricted keys, which cannot be copied without authorisation. This addresses the situation of many hundreds of keys being in circulation, many of which belonging to non-allotment holders. All tenants will be issued with a new key at no charge – additional keys will be provided upon request and payment of a deposit. Funding of £2,500 for the project was carried forward from the Capital Programme budget.

Tenancy Agreement

The Tenancy Agreement for plot holders has been reviewed and a report is included separately on this agenda.

Environmental/wildlife

Information on wildlife and environmental initiatives is attached at **APPENDIX B**. This information is updated as initiatives progress.

Community Halls

Business at the halls has been returning to normal with high numbers of party bookings and enquiries. Officers are revisiting the management of the car park at Coronation Hall which continues to be a problem for some hirers.

Recommendations

- ◆ **That Members note the contents of the report.**

Woodley Town Council

Report of a liaison meeting with the Friends of Woodford Park

Present: Cllr David Bragg – Woodley Town Council
Kevin Murray – Woodley Town Council
David Provins – FOWP
Bob King – FOWP
Morag Frost – FOWP
Rodney Huggins – Rotary
Chris Forest - Rotary

1. Welcome and Introductions

KM welcomed everyone to the meeting and those present introduced themselves.

2. Update on activities from the Friends of Woodford Park

DP advised that the volunteers had continued throughout the lockdown period and that the corporate volunteers from Sage were now coming on pre arranged dates to contribute as they have in previous years. It was noted that the work carried out to repaint the railings around the Garden of Remembrance was complete.

3. Woodford Park Play Area - Update

KM updated the meeting on the progress of the project and that a working party had been set up to consider the design and location of the play area.

BK stated that he had spoken with many people in the park who had expressed concerns if the area was not being fenced in - particularly the toddler play area. KM advised that the group were considering this as it had also come up in the consultation. DB advised that the working party were speaking with the play companies about fencing options for this space.

BK asked about the provision for litter bins and mentioned themed bins at other sites to encourage use e.g. animal shaped bins to appeal to children. KM advised that litter bins would be part of the over all plan and the Council was also looking at options for recycling bins in the park.

RH asked whether there would remain a boundary between the Rotary Garden and the play area. KM advised that there would be a solid boundary between the two spaces.

MF enquired as to whether the paddling pool was still well used and whether this location would be considered for play equipment. KM advised that the pool remained very popular although it's use had been limited over the last two summers due to the Covid situation.

4. Garden of Remembrance

DP advised that antisocial behaviour was on-going in the garden and that the Council should be doing something about it. KM advised that incidents were reported to the local police team although it was perhaps unrealistic that the police would be able to prioritise the garden for regular patrols. DB advised that this was also an issue for residents in Farriers Close who were affected by antisocial behaviour in the evenings.

DB advised that the Council was looking at the potential cost of an automated locking gate that could be set to lock at a pre-determined time. It was noted that there may be an expectation from legitimate users of the garden to visit it later in the day during the summer months, and that this made it difficult to arrange for the gate to be locked daily by a member of staff. It was agreed that individuals or families with a plaque in the garden could be canvassed as to their views on opening times for the garden.

5. Rotary Garden

RH reported that the memorial rose scheme was going well and that he had spoken with the Grounds manager about an additional 30 roses. RH also reported that Rotary would like to install an additional seat in the garden and that one of the older seats had been awaiting refurbishment for some time. KM agreed to look into these items and report back to RH.

RH enquired as to whether the Council would consider a Memorandum of Understanding in relation to the arrangements for the Rotary Garden. KM stated that this might be something that would be helpful and that the Council could consider. KM and RH agreed to pick this up outside of the meeting.

6. Other items

BK reported that there was still inconsistency regarding what work the volunteers were and were not permitted to carry out e.g. in the Rotary Garden and machine cutting the grass areas around the shrub beds. KM agreed to revisit this.

7. Date of next meeting

It was agreed that the meetings should resume on a monthly basis and include the Town Clerk and Grounds Maintenance Manager where possible. It was agreed that the meeting time be moved to midday to enable the volunteers to continue with their work in the park in the morning. KM to circulate date for the next meeting.

Meeting closed 11am.

Wildlife in Woodley

Project	Progress/current situation
Allotments	
Bee hives	<ul style="list-style-type: none"> • Bee keepers agreement / application process in place. • 11 active hives on site. • Tenants Committee managing day to day.
Wild flowers	Wildflowers have been sewn in an area of the site – near to the bee hive enclosure. Wild flowers will encourage pollinators – bees/beetles/butterflies/moths/flies.
Wildlife pond	The pond has been dug out by the Council's Grounds Team. The tenants committee has not yet installed a liner as the pond filled very quickly during wet weather. Additional drainage work in this area of the site is required which will also allow for flood drainage from the pond during very wet periods. <i>This project is under review pending some drainage improvements.</i>
Flowers on plots	Many tenants plant flowers and flowering plants on their plots in addition to vegetable crops.
Natural margins	The natural margins around the perimeter of the site provide habitat for insects, birds, etc
Parks	
Lake Regeneration	This project included reshaping the banks of the lake and the introduction of native flowering pond, marginal planting and reeds to encourage insect populations and provide nesting habitat for birds. Shallower areas also provide habitat for amphibians.
Bird nesting boxes	The Friends of Woodford Park have installed some nesting boxes near the Garden of Remembrance. We are intending to install more around Woodford Park and other park areas – along with bat nesting boxes. The Grounds Team are intending to install nesting boxes – this work has been delayed due to the Covid-19 lockdown situation.
Friends Group flower beds	Flowers and shrubs planted and maintained by the Friends group encourage pollinators and insects.
Natural margins	The natural margins around the perimeter of the sites provide habitat for insects, birds, etc
Community Orchard / fruit trees	Fruit from the orchard provides food for a variety of insects and birds. Wildflowers will be planted adjacent to the orchard to encourage insects and pollinators.
Limited pesticide use	Pesticide use is limited to areas where persistent weeds are prevalent and for maintenance of the fine turf on the bowls green.
Bug habitat	Logs from felled/damaged trees are left on site to rot and provide habitat for beetles and bugs. A large bug hotel is planned for the island in the lake and will be constructed by the Grounds Team – this work has been delayed due to the Covid-19 lockdown situation.
Wildflowers	Wildflowers are an attractive addition to the park and also encourage pollinators and other insects. We are looking to add additional wild flower areas at all of the Council's open spaces.
Crocus	The Friends Group is involved in crocus planting initiatives throughout the park.

YOUTH STRATEGY

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To update Members on progress in developing a new Youth Strategy for the Council and to ask Members to consider making a recommendation to the Strategy and resources Committee on the adoption of the draft strategy document.

Background

Following the end of the service level agreement with Just Around the Corner in 2020, the Council resolved to engage ACL Consulting Solutions to assist in the development of a Youth Strategy for the Council, and for this to form the basis of a new service level agreement for the provision of youth services. Chris Moore of ACL Consulting Solutions facilitated informal meetings on 18 March 2021 and 13 September 2021. A further meeting took place on 8 November 2021 to request Members of the Community Youth Partnership to consider a recommendation to the Leisure Services Committee on adoption of the draft Strategy for youth Services 2021-2027. These meetings were attended by members of the Community Youth Partnership and other interested Councillors who wished to make a contribution. The notes of these meetings are attached at **APPENDIX A**.

The discussion, questions and suggestions at these meetings were used to inform the research document and the draft Strategy for Youth Services 2022-2027 attached at **APPENDIX B**.

Community Youth Partnership

The Members of the Community Youth Partnership were asked to make a recommendation to the Leisure Services Committee on the adoption of the draft Strategy for Youth Services 2022-2027. Members not able to attend the meeting were asked to respond by email.*

Member	Recommend Y/N
Cllr Jenny Cheng	Y
Cllr Michael Forrer	Y
Cllr Kay Gilder	Y
Cllr Beth Rowland	-
Trina Farrance	Y
Steve Outen	Y
Paul Cassidy	-
Laurie-Ann Price	Y
Graham Sumbler	-

* Sam Milligan was not included in the vote as Just Around the Corner may be a potential tendering organisation for the provision of youth services under the new SLA. It was agreed that comments made at the meeting and requested to be forwarded to the Leisure Services Committee would be noted and accompany the recommendation.

Recommendation

Members of the Community Youth Partnership recommend to the Leisure Services Committee that the draft Strategy for Youth Services 2022-2027 be adopted.

The following comments were also noted:

Cllr Doyle	The document is a policy document. I had to ask if this was the case. Perhaps something that makes this clear can be added to the document?
	We seem to have gone from a 3 year programme to a 5 year programme. The document says nothing about why this is an improvement or how it benefits young people.
	I am personally upset that space based services have been dismissed. I put forward a proposal that we had space that needed renovating and we could have done that with the £87,000 we have in capital funds. It could have been revenue generating as a day time café and an evening part time youth hub. This is not mentioned in the report and nothing explains why it is not considered.
	The report says that measured outcomes are difficult. I agree but it should go further to explain why it is difficult. It should also offer pro-formas that provide some measure of accountability. These can be found on the internet.
	As the document is a policy document for the council it should include some measure of abiding by the PSED. This is best achieved by an Equality Impact Assessment forming a part of the document. I would expect it to clearly state the council will do this.
Cllr Cheng	The reference to 'focus led' in the Youth Strategy section should refer to 'Issues Led'.
	It should state at the <u>start</u> of the document that 'SLA' stands for Service Level Agreement.
Sam Milligan	The strategy document should clearly identify the age range that the services are supporting.

Next Steps

Members are asked to consider the draft Strategy for Youth Services 2022-2027 and make a recommendation to the Strategy and Resources Committee on the adoption of the strategy. The Strategy and Resources Committee will then consider the strategy and make a recommendation to Full Council for formal adoption of the strategy.

Once the strategy has been formally adopted it will form the basis of a tender for the provision of youth support services under a service level agreement.

Impacts

Resources

The Council allocated £27,000 for the provision of youth support services in 2021/22. Services provided under the SLA will have a fixed budget set out at the start of the agreement.

Equality

Youth support services provided by the Council must satisfy the requirements under the Public Sector Equality Duty. An Equality Impact Assessment should be carried out on the service and prospective service providers should also be measured against the requirements of the duty as part of the selection process and on-going monitoring.

Environmental

There are not expected to be significant environmental impacts in the provision of youth support services.

Recommendations

- ◆ **That Members note the contents of the report.**
- ◆ **That Members consider a recommendation to the Strategy and Resources Committee regarding the adoption of the Strategy for Youth Services 2022-2027.**

Notes of initial meeting to discuss a new Service Level Agreement to support young people - held on 18 March 2021

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Paul Cassidy - ARC, Graham Sumbler - Woodley Baptist Church, Steve Outen - Woodford United FC, Trina Farrance - Bulmershe Gym Club and Councillors Kay Gilder, Jenny Cheng and Martin Doyle (apologies from Councillor Michael Forrer and Laurie Ann Price were received)

Other Councillors: Cllr Keith Baker, Cllr Beth Rowland and Cllr Nada Al-Sanjari

Officers: Deborah Mander - Town Clerk, Kevin Murray - Deputy Town Clerk

Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone to the meeting and explained the purpose of the meeting which was to explore how to adapt the existing Service Level Agreement (SLA) supporting young people in Woodley to be more flexible and responsive to some of the challenges posed by the pandemic.

He informed the meeting that he had spoken with Sam Milligan from Just Around the Corner (JAC) who currently provide the SLA, and with other contacts of his who work in the youth sector.

After initial introductions Chris Moore asked all the attendees to give their views on the impacts of Covid-19 on young people in the areas they are working in:

Cllr Martin Doyle - was very concerned at the £1M taken out of youth provision by Wokingham BC and said that this has had a tremendous impact on services and young people and was reflected in the facilities available for young people. He was keen to see a traditional form of youth facility - a hub staffed by professional people and was concerned at the lack of facilities available to older young people.

Chris Moore commented that a physical space was pertinent for younger young people - but less attractive to older ones.

Cllr Doyle said he'd seen no evidence that a central hub was more pertinent to younger rather than older young people and believed that our teenagers in particular need protection to not be preyed upon and that a controlled hub would achieve this.

Cllr Keith Baker said Cllr Doyle had made a good point in that we're not sure what older teenagers want - it could be a hub. Wokingham BC pulled out of youth centres and Woodley Town Council is the only Town/Parish Council supporting young people through the existing SLA. He said he didn't know of any research that had asked young people what they want.

Cllr Al-Sanjari - had discussed support for young people with her secondary school students who felt that faith based youth provision has its purposes but doesn't meet everyone's needs. Older teenagers needs are more complicated now and the challenges are greater, especially mental health which she felt should be a focus. Communal spaces for young people to use and access are key to making a community. Rates of crime/county lines issues are part of a network Cllr Al-Sanjari is involved with in tackling ethnic group minorities. She wanted get away from youth work being a reaction, rather than a response to a problem.

Cllr Kay Gilder - who along with Cllr Rowland is one of the longest serving members on the committee said that originally the town had 3 youth clubs and these were good for some young people. However, there are young people who don't want to go to clubs and this led to the

Council funding an outreach youth worker - which became JAC. When youth centres closed, the Churches joined forces and provided facilities for younger people to meet up. Cllr Gilder believed that the work that JAC and the churches had done filled a space and expressed her appreciation for their work with young people.

Chris Moore then invited comments on trends and observations:

Cllr Beth Rowland - who worked in secondary education, expressed concerns for young people - knife crime and drugs in Woodley in particular. There is a huge availability of drugs on the streets and young people know where to get these. General breakdown of family life is also of concern and has been affected by the pandemic. How we find out what is worrying young people is important. Schools do employ family workers to provide pastoral care and ARC is seeing more new young people with mental health issues returning to school.

Cllr Jenny Cheng - believed we couldn't cure all the ills and that the Council's role was to provide something after school - we need to find out what young people want - which seems to be different for younger and older teenagers.

Trina Farrance - outside the closures of the Gym Club she had encouraged their members to come to the club to meet up with other gym club members and to encourage them to have healthy life styles and good mental health.

Steve Outen - felt we shouldn't lose sight of all the voluntary activities and clubs in Woodley. Woodley Town FC have people allocated to support young people. He also felt that there needed to be a committee - but there needed to be someone to take ownership of the problem to steer the group through and give direction to what we are doing. He agreed that a hub would be a good idea if manned by the right people. He believed we should focus now on mental health problems - this could be advertised through the schools.

Chris Moore then asked the meeting to think about more specific ways of supporting young people, for example, event in park to encourage healthy choices, seasonal provision eg events after school, drop-in activities, pop up in Oakwood Centre foyer. He referred to the need to be a champion for young people - convincing others of the importance of this work and sustaining it going forward.

Cllr Martin Doyle was looking for the Council to provide accommodation and funding and had a suggestion that unused space at the Leisure centre could be made into a habitable space - with a group of people providing services - a place of protection, with advice and help. He referred to charities who do this sort of thing - Berkshire Youth, for example. Young people participating in making music and participating in cultural activities.

Paul Cassidy was concerned that when young people are asked what they want by the time it is commissioned young people want something else. Secondary schools have counsellors and ARC are making sure they have the resources to respond to need. At the moment mental health needs are low but this will change when the schools reopened. Activities that are put on should be fun ones.

Chris Moore asked if it was feasible and possible to deliver a framework for delivery.

Paul Cassidy believed that that whatever is provided should be open to all. He thought that a framework could benefit from influence by young people and it wouldn't be too hard to go into secondary schools to do work that kids may want. He referred to the Parkour/Free running scheme which hadn't materialised and whether this is something that could be included going forward.

Cllr Martin Doyle - referred to professional youth workers who would work with the police and other authorities in the community. There was stuff going on that needed to be dealt with - this needed an active relationship with others, including the police - this was an important part of youth work.

Cllr Keith Baker - said he didn't believe the Town Council could solve all the problems - it couldn't employ 2 or 3 youth workers because there weren't the funds to do so. He wondered whether rather than having an SLA with one organisation we should look at providing annual grants for different youth work projects - eg mental health, sports etc. Grants could be allocated as dynamics change in terms of need.

Cllr Nada Al-Sanjari - would prefer to support a hub, rather than a SLA. A venue with qualified professionals - but also said she wouldn't, at this point, rule anything out.

Graham Sumbler - if the plan was to make allocations for one year only there would be an issue in terms of young people's reactions - young people don't really know what they want. It would be important for the CYP to find out what groups do and what needs they can see in the community - in order to join with and target young people and services. He explained that as a youth worker in a church he has the time and skills to go into other settings, eg schools, the kids know they are there to help and listen and get to know you.

Chris Moore raised the issue of the cost of a permanent hub and that these had largely been closed because of cost.

Cllr Martin Doyle - would not dismiss Cllr Baker's idea out of hand. He was sensitive about how councils like Woodley TC have been put in a position to fund things the government usually funded. Our council is trying to produce something robust and real. He didn't agree with grant funding for different groups and was concerned that £27K annually would not be enough, although it was before. He suggested that the tender be put to appropriate parties to see what they want to offer to provide to the Council.

Chris Moore suggested that some of these suggestions are mutually exclusive - and that something tangible is easier to raise funds for.

Cllr Keith Baker - clarified that his suggestion regarding grants could work as there is already the structure there and reasonable sums could allow an organisation to expand and provide facilities.

Cllr Jenny Cheng - said she agreed with many of the comments made so far, however, one size didn't fit all and that the CYP needed to find out what young people want.

Paul Cassidy - commented that he wouldn't be pleased if this reduced the existing grant funding to ARC.

There was an exchange of views about the lack of success on some matters relating to the work of the Community Youth Partnership.

Trina Farrance - said she liked the grants idea but she believed that Woodley should have a place for young people to go - not necessarily a youth club - could be a not for profit cafe.

Cllr Nada Al-Sanjari said she would like to see not for profit music workshops, mobile studio and that the money would go to a hub arrangement.

At this point it was acknowledged that there was not a clear strategy going forward on developing the terms of the SLA. Cllr Keith Baker suggested that a 5 year strategy should be considered.

It was noted that the current SLA ended on 31 March 2021 - and it was confirmed that JAC would still be conducting outreach work and would liaise with the Town Council on any matters of concern.

It was agreed that the Town Clerk, with the facilitator's help, frame a process so that all can engage and be involved in the strategy for the terms of the SLA 2021.

Notes of Youth Strategy Briefing to discuss to discuss the draft Youth Strategy - held on 13 September 2021 at 6pm, via Zoom.

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Steve Outen (Woodford United FC), Sam Milligan (JAC), Trina Farrance (Bulmershe Gym Club), Laurie-Ann Price and Councillors Kay Gilder, Jenny Cheng, Michael Forrer

Councillors: Cllr Keith Baker, Cllr Martin Doyle, Cllr David Bragg

Officers: Kevin Murray - Deputy Town Clerk, Matthew Filmore – Committee Officer

Other: Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone and explained that the purpose of the meeting was to check the direction of travel of the initial draft strategy document. He informed those present that this was an informal meeting, that nothing was set in stone at this point, and that the aim was to make the best use of a limited but worthy budget in supporting young people in Woodley. Chris highlighted the timeline for development and adoption of the strategy and that the pace would need to be picked up in order to achieve this. Chris asked those present to provide any comments, suggestions or questions on the document to him directly.

Chris Moore gave an example of the changes in other areas such as arts & culture, where there was requirement a flexible and dynamic approach, and that this was increasingly true of youth support provision.

Chris Moore referred to the draft document and explained the 'matrix' approach which was designed to reflect all the issues, with nothing specifically 'in or out' at this stage, and the importance of recording all of the issues previously discussed, regardless of what the resulting focus of the strategy might be.

Chris spoke about the need to start to focus on what can realistically be achieved with the available resources, while also considering a wider vision for the future should circumstances, funding etc. change. Chris invited comments on the draft document.

Sam Milligan commented that he could not see a provision for detached youth work in the document. Chris Moore confirmed he would make this clearer.

CLLR Baker commented that it would be great to have an ambition/vision, but there is a need to be practical and for the strategy to be achievable – and effectively feed into the resulting service level agreement to go out to tender.

Cllr Baker asked Chris Moore to find other Town Councils who had done this, and that the document must recognise the things that we can do which do not duplicate anything being done by the Borough Council. Cllr Baker commented that any future grant funding would be likely to go to the Borough Council and so the Town Council needed to be realistic about what it can achieve.

Cllr Doyle commented that we should not limit our ambitions to what can immediately afford, and that our vision for the future should reach across the things that the Borough Council should provide, but doesn't.

Cllr Gilder commented that WTC has worked for many years at the forefront of youth provision for Woodley and has built strong relationships with partners such as ARC, JAC, churches and

other voluntary sector groups. Cllr Gilder commented that youth workers were very expensive and that we have limited resources.

Cllr Bragg commented that we should look at the activity led issues – with a view to linking young people up with existing clubs e.g. photography. We could encourage ‘youth wings’ within existing organisations that could lead to on-going interest and potentially employment.

Steve Outen commented that the many of the members on the group were of the older generation and that we should bring in some older youths/sixth formers to hear what they want or what opportunities they did not have.

Cllr Cheng commented that any consultation with young people must be very clear.

Cllr Doyle commented that a survey carried out by Berkshire Youth contained very useful information and they had already done this work for us.

Cllr Gilder commented that over the years the Council had engaged with young people e.g. skate park. Cllr Gilder commented that we must be careful not to raise expectation and risk young people becoming disillusioned e.g. skate park took 20 years to deliver.

Cllr Baker commented that the Berkshire Youth survey might cover geographical areas e.g. Reading, which will have different issues to Woodley. Cllr Baker commented that we mustn't think we know what they want.

Cllr Baker referred to the successful mental health awareness event that took place in the Oakwood Centre and suggested an event, with children invited from schools could be a success. Cllr Baker also mentioned that there was a Youth Parliament and that there may be a representative that could make a contribution. Chris Moore agreed to investigate this.

Sam Milligan commented that of the 4 approaches in the document, the issue led approach was the most flexible. Sam commented that when asking a group of young people to come to an event, many will exclude themselves from attending. An issue led approach would enable you to engage more difficult to reach people. If the Borough Council was like an Oil Tanker then, the Town Council response could be more like a speedboat – addressing a problem quickly. Sam commented that whoever you survey, you will exclude more people than you include.

Cllr Doyle commented that Wooley had lots of young people with well off parents and their children were well catered for in terms of activities and clubs and that we are targeting a group of young people with nowhere to go and nothing to do. Cllr commented that we were targeting this at the wrong people, they need somewhere safe and warm and that we have a responsibility to protect vulnerable young people who may also be susceptible to abuse by others. Cllr Doyle commented that the approach being taken was kicking the can up the road rather than addressing the issue.

Chris Moore commented that there is a marginalised group that we are not reaching and that the extent to which WTC can address this needs to be realistic in terms of resources.

Sam Milligan commented that if there were a small group of vulnerable young people e.g. 20-30, around 15 of those might attend a set activity for a number of weeks but would leave if they can't do the things they want to do. They are looking for somewhere dry and light but with no adults around. Sam commented that outreach work is the most cost effective way to reach these people and build up trust.

Cllr Gilder commented that with the two youth clubs that were previously running, only certain types of kids would attend. The others don't want to be organised by adults and that outreach work was the only way to reach them.

Cllr Baker commented that this is what JAC had been doing for many years – reaching the unreachable, as they were flexible enough to change their approach e.g. van with computer games etc, to continue to engage. Cllr Baker recognised that Cllr Doyle was very passionate about the provision of youth clubs. Cllr Baker commented that when WBC closed it's youth clubs, the Town Council continued to fund Bulmershe club, but it ultimately closed as kids wanted other things.

Cllr Doyle commented that he believed society should provide youth clubs and that we are left doing what we can with what we have. Cllr Doyle commented that the work will need to go out to tender.

Sam Milligan commented on a positive note, that JAC had found the hard to reach group had become smaller over the years. Sam commented that for the last 6 months of the Bulmershe youth club, the building was closed as no one came, and the staff team went out onto the streets to engage with young people.

Steve Outen commented that yes, we do need to target a particular group, but that we also needed to bear in mind the mental health issues affecting young people and the impacts of Covid.

Chris Moore thanked everyone for contributing to the discussion and asked stated that he would welcome any and all comments and suggestions by email following the meeting.

A date for the next meeting is to be confirmed and will be to consider a revised strategy document with recommendations.

Meeting closed at 7pm

Notes of Youth Strategy Briefing to discuss to discuss the draft Youth Strategy - held on 8 November 2021 at 6pm, via Zoom.

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Steve Outen (Woodford United FC), Sam Milligan (JAC), Trina Farrance (Bulmershe Gym Club), Cllr Michael Forrer (WTC)

Councillors: Cllr Martin Doyle, Cllr David Bragg, Cllr Anne Chadwick
Officers: Kevin Murray - Deputy Town Clerk

Kevin Murray (KM) welcomed everyone and explained that the purpose of the meeting was to obtain a recommendation from the Members of the Community Youth Partnership, to go to the Leisure Services Committee regarding adoption of the Strategy for Youth Services 2022-2027.

KM explained that the draft strategy would be presented to the Leisure Services Committee, Strategy and Resources Committee and Full Council for consideration before being adopted.

KM advised the meeting that any comments made could be noted and presented to the Leisure Services Committee along with the recommendation if requested.

KM introduced the draft Strategy for Youth Services 2022-2027 document and explained that it was the strategy document based on the research and assessment document produced by ACL Consultancy Solutions. KM went through each section of the document in turn and provided clarification on various parts in response to questions. KM explained the scoring against the different approaches and priorities set out in the appendix.

Cllr Doyle commented that the document was not clear that the Council would be responsible for carrying out the Equality Impact Assessment on the service, in respect of meeting the requirements under the Public Sector Equality Duty, and that this should be clearly stated.

Steve Outen asked if the timescale stated in the draft document was realistic. KM responded that this should be achievable as the draft document was being considered in the current cycle of Council committee meetings.

Cllr Forrer and Cllr Chadwick commented on the need for the strategy to be flexible to address changing needs of young people.

Cllr Doyle commented that the draft strategy appeared very similar to the arrangement that previously existed with Just Around the Corner and that the document should be clearer on the reasoning for not including 'place based' approaches. Cllr Doyle commented that he had previously made a proposal to the Council to use the underused changing area at Woodford Park Leisure Centre as a youth café/youth hub and had identified potential capital funding £87,000 that could be used for the project. Cllr Doyle commented that the document disregarded this approach.

Cllr Doyle queried the benefit of a 5 year agreement over a 3 year agreement and suggested that this should be made clear in the document. Cllr Doyle also suggested that the document should show a commitment to establishing a way of measuring the outcomes of the service provided and offered to provide some pro forma examples of this from elsewhere.

KM suggested that Cllr Doyle submit his comments/suggestions by email to be submitted to the Leisure Services Committee.

Sam Milligan commented that the document should clearly state the age range of the young people that it is intending to reach, and that this was crucial going forwards.

The subject of surveying young people was discussed and it was noted that this would need careful consideration in terms of how and who would be surveyed, what the Council would be asking and how this would help to inform the services provided both within and outside the service level agreement. KM commented that the Council may need assistance with this.

KM asked the members of the Community Youth Partnership that were present to indicate their support, or otherwise, for the draft Strategy for Youth Services 2022-2027. Cllr Forrer, Trina Farrance and Steve Outen indicated their support. KM advised that he would contact the other members not present to obtain their view and comments. Sam Milligan had left the meeting.

KM thanked everyone for attending and contributing to the meeting.

Meeting closed at 6.49pm



Strategy for Youth Services

2022 – 2027

Contents

Purpose	3
Research	3
Priorities	3
Outcomes	4
Approaches	4
Assessment	5
Youth Strategy	5
Monitoring	6
Governance	6
Equality	7
Delivery	7

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Purpose

Following the end of the previous service level agreement with Just Around the Corner (JAC) in 2020, the Town Council has determined to continue providing targeted support to young people in Woodley. The Council is seeking to do this by inviting tenders from specialist youth service providers to provide this support through a new service level agreement from 2022.

Research

It is recognised that the Town Council has limited resources to provide youth support services and that activities under a new service level agreement must be targeted and achievable.

The Town Council engaged ACL Consultancy Solutions Ltd (ACL) to draft a document summarising and assessing the approaches available to the Town Council when shaping future youth provision. ACL facilitated several meetings with members of the Council's Community Youth Partnership and other interested parties during 2021, at which views, opinions and suggestions were gauged. Section 7 of the ACL document (Appendix A) informs the priorities and approaches on which the basis of this Strategy has been formed.

Priorities

This Strategy identifies nine key priorities which the Town Council aims for the new service to aspire to. These are that the service:

- A** Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing
- B** Gives young people stronger voices at local community and local government levels
- C** Provides safe and appropriate opportunities to meet and have fun with friends
- D** Widens the diversity of activities and opportunities for young people
- E** Can work within the available WTC budget
- F** Provides opportunities for additional funding (eg per event, matched funding, sponsorship)
- G** Enables arrangements for the first five years of Youth Support delivery
- H** Can respond flexibly to changes in the interests and preferences of young people
- I** Can be cost-effectively managed by WTC, CYP and other partners as appropriate

These nine priorities have been used as the assessment criteria against which the potential approaches open to the Town Council have been assessed.

Outcomes

Measured outcomes against many of the priorities are very difficult as they are both subjective and wide-ranging. National frameworks exist and others are being developed to help providers of youth support services to evaluate their services, and these are themselves very wide-ranging and complex.

It is recognised that the Town Council is not a specialist provider of youth support services and does not have the knowledge and expertise to prescribe a fixed, detailed plan of activities through the SLA, particularly at the outset. Therefore the operation of the SLA will need a partnership approach with the provider, to enable the Council to understand the existing and changing needs of young people, and for the provider to understand the Council's expectations. This will be managed through regular (suggested monthly) update and progress meetings between the service provider and the Council's working party.

Approaches

The ACL document identifies four specific styles of approach open to the Town Council, along with the possible associated activities. These approaches are:

1 Activity Led

This approach centres around the provision of specific activities, such as:

- Pop-ups and events
- Workshops (practical, cultural)
- Sports
- Health and wellbeing (including mind and body)

2 Street Based

3 Placed Based

This approach centres around the location/s at which activities are provided, such as:

- Youth Hub(s)
- Youth Centre(s)
- Youth Café
- Sports, leisure or other health and wellbeing centre(s)
- Partner premises (eg schools)
- Specialist facilities (peripatetic or fixed)

4 Issues Led

This approach centres around providing activities which focus on a particular issue, such as:

- (Focus on) mental Health
- (Focus on) physical wellbeing
- (Focus on) personal wellbeing
- (Focus on) equality of access
- (Focus on) family breakdown
- (Focus on) criminal behaviour, including drugs distribution and use/

Assessment

By assessing the associated activities against this Strategy's priorities, we have identified that each of the four identified approaches meet, on average, the following number of priorities:

Approach	No. Priorities Met (avg.)
Activity Led	6.25
Street Based	8.00
Place Based	2.83
Issues Led	3.17

(See Appendix B for full matrix assessment)

Youth Strategy

The Town Council is working with a current budget of £27,000 p.a. for supporting young people through the delivery of a service level agreement.

Based on the assessment above, between 2022 and 2027 the Town Council will expect the service provider under the SLA to deliver youth support via a mix of 'activity based' and 'street based' approaches. These approaches are realistic and achievable within budget, and currently meet a greater number of the strategic priorities than either the 'place based' or 'focus led' approaches.

It is recognised that activities must be flexible throughout the period of the SLA in order to respond to changing situations; e.g. Covid, social media and other evolving pressures on young people. It is also recognised that not all of the activities mentioned in these approaches may be operating at the same time throughout the period of the SLA e.g. some periods may require more/less focus on harder to reach young people – through street based activities.

The service provider under the SLA shall provide regular information and advice on activities as appropriate in order to tailor the service provided to meet changing needs. Partnership working outside of the SLA e.g. via the Community Youth Partnership, will remain important in identifying and understanding local needs.

In addition to the activities under the SLA the Council shall:

- Continue to seek opportunities to engage and consult with young people in Woodley
- Continue to work with partners for the benefit of young people in Woodley
- Review and update policies and strategies as required to respond to the changing needs of young people in Woodley
- Engage an organisation with appropriate expertise to carry out an annual survey of young people in Woodley, to gauge needs and inform Council service provision - both within and outside of the SLA. (survey to be funded separately from activities under the SLA)

- Consider where existing services or facilities may contribute to, or have a positive impact on the priorities both within and outside of the SLA

Whilst this Strategy does not currently support the provision of youth support services via either the 'place based' or 'focus led' approaches due to the available budget and likely return on investment when assessing against the key priorities, they remain potential approaches which could be utilised by the Town Council in future in the context of any significant additional funding, appropriate feasibility assessments, and a review of this Strategy. For example, start up costs for a youth café are estimated at £20,000-£100,000 (ACL document 8.3.5.2.)

Monitoring

As mentioned in the 'Outcomes' section, measured outcomes against some of the priorities are difficult. Delivered activities will be monitored against the requirements set out in the SLA, which will be defined from the outset. These may be quantitative; for example:

- Number of detached youth work sessions
- Number of contacts with young people
- Number of pop up events / workshops and attendance numbers
- Attendance and reporting to Council meetings
- Progress on longer term projects
- Evidence of working with partners
- Evidence of audited accounts

The service provider will also be required to report annually on how they believe their service has met the Town Council's 9 key priorities, as defined in this Strategy.

Governance

The Service Level Agreement (SLA) shall be for a period of 5 years. The SLA may include an option to extend up to a maximum of 3 years, subject to review and approval by the Leisure Services Committee. The service will be procured in accordance with the appropriate public procurement regulations. This will require an open tendering process with tender assessment based on the criteria and profile specified in the tender document. The SLA shall have appropriate termination clauses to reflect changes in service requirements or address failings or other changes in the delivery of the activities.

Expressions of interest will be invited from potential service providers. A working party shall be set up to meet with interested organisations prior to formal tendering and development of the SLA.

The working party will assess the tender responses and make a recommendation to the Strategy and Resources Committee on the appointment of the service provider.

The service provider shall attend and report to each scheduled meeting of the Leisure Services Committee, in accordance with the terms and monitoring set out in the SLA.

The service provider shall attend and report to meetings of the Community Youth Partnership as required, in accordance with the terms and monitoring set out in the SLA.

The service provider shall also meet with the monitoring working party as required.

The Strategy shall be reviewed annually by the Leisure Services Committee to examine successes and identify any required changes or adjustments to the SLA.

Equality

An Equality Impact Assessment (EIA) shall form a key part of the selection for service delivery through the SLA. Tendering organisations will be required to provide an equality policy and demonstrate how their organisation meets the requirements under the Public Sector Equality Duty.

Delivery

It is envisaged that the new SLA will go out to tender in early 2022 with an anticipated commencement of service from April 2022.

A YOUTH STRATEGY FOR WOODLEY TOWN COUNCIL

CONTENTS (TO BE FINALISED)

- 1. FOREWORD**
- 2. EXECUTIVE SUMMARY (TO FOLLOW)**
- 3. THE NEED FOR A YOUTH STRATEGY**
 - a. Local Authority Responsibilities
 - b. The Current Context
 - c. Summary of Recent History and Current / Future Requirements
- 4. THIS DOCUMENT**
- 5. WHAT OTHERS ARE DOING**
 - a. Street-based work
 - b. Place-based work
 - c. Core components work
 - d. Strategies
 - e. Responses to COVID
 - f. Other Responses
- 6. APPROACHES**
- 7. ASSESSMENTS**
- 8. RECOMMENDATIONS**
- 9. DRAFT TENDER DOCUMENT (TO FOLLOW)**
- 10. NEXT STEPS**
- 11. CONCLUSION**

APPENDICES

Select Bibliography
Acknowledgements

1. Foreword by Chris Moore MA (Independent Consultant)

By 2021, young people everywhere have faced some of the worst social conditions in generations. A financial crash, followed by austerity and then the pandemic, all underpinned by rocketing property costs, problems with job opportunities and employment, interruptions to education and training are all threatening our young people’s mental and physical health and wellbeing in unprecedented ways. Woodley Town Council (‘WTC’) believes it has a part to play in addressing some of these issues and in rebuilding opportunity and hope for this blameless generation of young people.

Some Authorities (such as Wokingham Borough Council) have a statutory duty to improve young people’s wellbeing and to provide specific additional and early help (for people between 13 and 19 years, and up to 24 years for some vulnerable people). Parish and Town Councils do *not* have to do this, but some (such as WTC) *choose* to provide a level of support for young people. WTC is rightly proud of this commitment, against many of the odds: according to the YMCA Youth Charity, spending on youth services in England has been cut by 70% in real terms in less than a decade, with the loss of £1bn of investment. That analysis found that local authority expenditure on youth services dropped from £1.4bn in 2010-11 to just under £429m in 2018-19, resulting in the loss of 750 youth centres and more than 4,500 youth workers.¹

Regardless, youth services remain among the most important services that local authorities provide, and youth workers are in many senses the unsung heroes of their communities. Effective youth work helps young people to identify their social and development needs and involves them in shaping the services designed to meet those needs to impact both their own skills and life chances to create a better future for themselves and their communities. Unlike school, participation in youth activities is voluntary, and youth work takes a holistic approach with young people, starting where they ‘are’ in terms of developmental or physical location (open access or detached/street work). Therefore, WTC has been considering how to get the best value for young people from its modest youth service spend. The end of an existing Service Level Agreement with JAC (‘Just Around the Corner’) has provided this opportunity for reflection, and WTC thanks JAC for their excellent work to date.

WTC continues to engage with a range of stakeholders to develop this new, responsive Youth Strategy to guide its actions and investments over the next five years. WTC intends that its new youth ‘offer’ will seek to diversify provision in Woodley, involving young people in more decision-making and delivering a broader programme of activities for them, in line with their interests and priorities. I am sure we all look forward to working together to improve the lives of Woodley’s young people.

Chris Moore MA, ACL Consultancy Solutions, September 2021

¹ Out of Service, YMCA Youth Charity, 2020). Also, <https://www.cypnow.co.uk/youth-work>

2. Executive Summary (To Follow)

3. The Need for a Youth Strategy

3.1 What Young People Say

In 2021, Berkshire Youth ('BY') undertook an important survey and analysis of what some young people wanted and needed. It is published at <https://www.berkshireyouth.co.uk/wp-content/uploads/2021/05/BY-Youth-FINAL-1.pdf> BY gathered a group of young people from around Berkshire to create a youth survey that included responses from over 750 young people throughout the County. Headlines of their work included

- 56% of young people told Berkshire Youth that their mental health had declined due to Covid-19
- 56% of young people reported that they had feelings of isolation/ loneliness due to Covid-19
- 40% of young people reported that they think they are never listened to within/by their local community
- 51% of young people reported that they think they are never listened to by their local council
- 69% of young people told Berkshire Youth that they wanted a place to have fun with friends
- 49% of young people reported that they felt there was a need for more specialist support for young people around mental health and wellbeing
- 47% of young people reported that they wanted somewhere safe to go
- 40% of young people told Berkshire Youth that they wanted more careers and employment advice

As has been pointed out, this is a relatively small sample of young people and we do not have information specifically about the group who replied, therefore we must treat the research with a certain amount of caution, and look for trends and patterns as opposed to absolutes.

² BY is a local charity working with approximately 12,000 young people across Berkshire every year, supporting them as they transition from childhood to young adulthood. BY encourages young people to reach their full potential and make a positive contribution to their communities through participation in fun and enriching leisure activities. Many of the young people they work with are vulnerable or disadvantaged and unable to access help elsewhere. BY focuses on prevention and helping young people who are missing out, not yet in crisis and who can't afford what is on offer or face barriers to access; these young people may have mental health issues, responsibility as a carer or low self-esteem. BY offers a variety of programmes and projects for both young people and youth workers. Their courses include the Youth Leadership Academy, the Duke of Edinburgh's Award, First Aid training and the Fit 4 Youth programme. They work with schools across Berkshire to provide preventative education, helping with early identification of those at risk of gangs, drugs and knife crime. Their youth workers regularly visit and work with students who have been identified by their schools as at risk and requiring extra

support, most of whom go on to reengage with their education and choose a much more positive path. BY adapted their offer during the pandemic to best meet the needs of the local community. For example, they created Berkshire Youth Hubs (<http://www.wbyh.co.uk>) as a virtual, text and telephone-based support platform bringing together information and links available to support young people, families and youth workers through the lockdowns and beyond. BY has stated “The pandemic has hit young people and the youth sector hard. With youth centres having to shut their physical doors and many unable to open their virtual doors, young people have reported that they feel isolated and lonely, with many struggling with their mental health. Young people have reported that they are struggling with school and education, and Berkshire Youth are pleased to be working with schools to provide both mentoring for young people and training opportunities for teachers and school staff to upskill around mental health and wellbeing. This report highlights the overwhelming need for young people to have safe and inclusive spaces with positive role models to talk to and emphasises the importance of investing in both universal and targeted youth work. These recommendations are also echoed in recent reports by UK Youth and the National Youth Agency. Despite the uncertain times, Berkshire Youth has been determined to push ahead with ambitious plans to renovate the Waterside Centre in Newbury into a fantastic youth and community centre in the heart of the town. Like our other flagship youth centres (The Wayz in Bracknell and the Britwell Youth and Community Project in Slough) the Waterside Centre, opening later this year, will offer a programme of activities and a safe space and support for local young people. We believe that it’s more important than ever at the present time to lift young people’s aspirations, boost their self-esteem and inspire them to reach their full potential, showing them that they are valued and important and we are all invested in their futures.”

3.2 Local Authority Responsibilities

- 3.2.1 Principal Local Authorities have a statutory duty to improve young people’s wellbeing and to provide specific additional and early help. Neither Parish nor Town Councils have a comparable statutory duty, but some (such as Woodley Town Council) choose to provide a level of support for their young people. For Principal Local Authorities, DfE guidelines include requirements of this provision to connect young people with their communities, offer participative opportunities in safe contexts, support personal and social development, improve physical and mental health and emotional wellbeing, help ‘at risk’ young people with education and training and raise young people’s own aspirations (supporting them to improve their own resilience and best inform their own decisions).
- 3.2.2 It is local authorities’ duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being, including youth work. Local authorities must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them, in line with Article 12 of the United Nations Convention on the Rights of the Child (UNCRC). They should establish and maintain structured arrangements for doing so. To inform continuous improvement, these arrangements should enable young people to inspect and report at least annually on the quality and accessibility of provision. As appropriate they should also be involved actively in service design, delivery and governance.

Young people should receive the support they need to participate, ensuring representation of the full diversity of local young people, and those who may not otherwise have a voice.³

- 3.2.3 Local authorities are responsible for securing, so far as is reasonably practicable, a local offer that is sufficient to meet local needs and improve young people’s well-being and personal and social development – having regard to the general principles of the UNCRC. They should strive to secure the best possible local offer within available resources, reviewing the sufficiency of the offer if it does not result in positive feedback from young people on the adequacy and quality of local provision and positive trends in qualitative and quantitative data that are indicative of local young people’s well-being and personal and social development.⁴

3.3 The Current Context

3.3.1 The Existing Woodley Town Council SLA

Whilst it may have been fit for purpose in the past, the service level agreement for Woodley Town Council’s outsourced delivery of services for young people is now mostly unworkable post-Covid, post-austerity and in light of financial ‘tightening’ going forward. It is critical now, therefore, to use the Council’s local experience, knowledge and ideas to create a more flexible offer that can be delivered and developed as the pandemic and other contexts change.

3.3.2 The Covid-19 Pandemic

It is possible that the real scale of impacts of the Covid pandemic have yet to come, and yet to be understood. However, the vaccination programme is progressing and businesses, schools and so on have started to reopen. Locally, Covid-19 lockdowns and falling UK temperatures appear to be keeping young people indoors to some extent. It may be prudent, therefore, to consider the current period as one for exactly this sort of reflection and planning so that alternative service delivery might begin in Winter 2021/Spring 2022 with

³ Statutory Guidance for Local Authorities on Services and Activities to Improve Young People’s Well-being (Issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act ‘06, 2012)

⁴ Statutory Guidance for Local Authorities on Services and Activities to Improve Young People’s Well-being (Issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act ‘06, 2012)

monitoring and change as required throughout the rest of the year, facilitated through more frequent stakeholder contact (ie with young people) and discussion than in the past.

3.4 Summary of Recent History and Current / Future Requirements

3.4.1 Overview

The Youth Service is composed of a voluntary sector and a statutory sector. The statutory sector is under the control of the Education Authority and consists of a number of youth clubs and outdoor education centres, the voluntary sector is by far the larger sector and is composed of many different organisations. There are approximately 140,000 young people who are registered participants in the Youth Service. There are almost 1,600 registered youth service providers, the regular running of which is reliant on a workforce of 20,881, of whom over 90% are volunteers. Uniformed organisations make up 57% of the total number of youth units and account for 37% of the young people who participate in youth service activities on a regular basis.

3.4.2 The Youth Endowment Fund

The Youth Endowment Fund (YEF) is as an independent charitable trust, established in March 2019 by Impetus with a £200m endowment and ten-year mandate from the Home Office. The charity's mission is to prevent children and young people becoming involved in violence. It does this by finding out what works and building a movement to put this knowledge into practice. The Youth Endowment Fund is committed to making change happen to keep children and young people safe. They will fund good work in England and Wales that aims to prevent children and young people becoming involved in violence. They will find what works by evaluating every programme and activity that it funds. Finally, they will work for change by spreading and scaling what works. Their website can be found at <https://youthendowmentfund.org.uk/>

3.4.2 Local Ambitions

Just Around the Corner ('JAC') currently delivers against the existing SLA and has its own youth strategies and policies in place, already involving young people in some aspects of decision-making, planning and delivery. This documentation (where the ambitions of young people for themselves are explicit) should be referenced in developing an alternative offer that is deliverable.

Stakeholder partners might now be considered to include schools, health services, local authorities, and appropriate community organisations, for example. All these currently find their roles and capabilities compromised to a greater or lesser extent, so a broader network for cooperation might represent a good way forward.

4. This Document

4.1 *In our original notes of April 7, 2021, we (ACL) wrote: “It became clear at a facilitated virtual meeting and discussion on March 18th this year that a youth strategy could support Council decision-making in the context of youth provision funded by Woodley Town Council (‘WTC’) through a Service Level Agreement. The current situation sees delivery by Just Around the Corner (‘JAC’) on behalf of WTC and the Community Youth Partnership (‘CYP’). The purpose of the recent discussion was to explore how the existing Service Level Agreement for supporting young people in Woodley could be made more flexible and responsive to some of the challenges posed by youth service delivery, and in a time of Covid-19. Principal Local Authorities have a statutory duty to improve young people’s wellbeing and to provide specific additional and early help. Neither Parish nor Town Councils have a comparable statutory duty, but some (such as Woodley Town Council) choose to provide a level of support for their young people (£27k for 2021-2022) and the Council now wishes this to be continued, albeit with some change. Towards the end of the meeting, it was agreed that the creation of a new youth strategy was important to support decision-making. The Town Clerk and ACL said they would prepare a short proposal for consideration”.*

4.2 The completed proposal stated the work’s intended objectives to

- Agree with the Town Clerk the calendar for development and implementation of the strategy, facilitating a revised SLA
- Summarise recent suggestions on the shaping of WTC’s future youth provision
- Assess each suggestion independently; summarise the assessments and make recommendations
- Present these to the CYP/ WTC
- Taking on board CYP and WTC views, incorporate the recommendations within a Youth Strategy document for 2021-2026
- Develop a new SLA as appropriate along with a process framework for its award

4.3 The proposal was approved, and work began on the strategy. There were meetings with the Town Clerk and Deputy Town Clerk, and further consultations with individuals and organisations by ACL. A further briefing to discuss to discuss the (incomplete) draft Youth Strategy was held on 13 September 2021, via Zoom. The focus for this meeting was a key discussion of service provision to be explored (such as young people making more use of social media to identify helpful guidance, identify disinformation and spot online bullying; using the NYA document ‘suite’; working with an extended network of stakeholders in new ways; researching others’ approaches and adapting them; introducing a limited range of activities when it is safe to do so, such as using the Oakwood Centre and outdoor sports spaces). All ideas were welcomed, and this facilitated discussion was generally agreed to be very productive. Feedback and consultation have continued to the point of report-writing (this document).

5. What Others Are Doing

5.1 Street-Based Work

- 5.1.1 Street-based youth work offers one of the few ways of making and sustaining contact, and working effectively with, disaffected, socially excluded, young people – and yet the ad hoc method by which it is funded means its accessibility to these people remains sporadic and patchy. The term ‘street-based youth work’ describes an imperfectly defined art rather than an exact science. It springs from the long-standing endeavours of various philanthropic and, later, public bodies to draw young people into a particular service or activity or to ensure that specific messages, on matters such as their health, were delivered to those who were not inclined to use building-based provision. Some youth projects use street-based work as their predominant approach and employ full-time personnel with a professional qualification. A few also use mobile youth facilities such as a converted bus which is driven regularly to different housing estates or villages to provide a base in which young people can meet, and often carries a range of posters or video equipment to prompt discussion on social issues. As with detached work generally, a bus may be used in response to specific concerns, for example by being deployed on a specific Friday evening in a town centre to provide support, information and advice.
- 5.1.2 Whatever the scale and intensity of the street-based work, some features are common. Projects aim to establish a regular presence in an area so that young people become familiar with the workers and know that help is available should a time arise when they need it. Workers also aim to establish regular contact with individual young people and to build a relationship of trust on the basis of which they can begin to address issues identified by those individuals. These frequently include such matters as bullying and harassment, unemployment, housing, pregnancy and relationship breakdown. Conversation and spontaneous discussion may lead to more organised activity such as specific arts and media-based activities, sporting activities and taking groups of young people away for short residential programmes. Some projects work to establish semi-permanent groups with regular meetings for groups of young women or young men; young carers and peer education groups. They may also encourage young people’s progression into other projects.⁵
- 5.1.3 Detached youth workers operating at street level can sometimes help excluded and disaffected young people in ways not always possible in more formal settings. Joseph Rowntree Foundation research found that a systematic street-based youth service would cost a small fraction of the amount spent on other services targeted at this group. The Foundation asked Tom Wylie, Chief Executive of the

⁵ The Cost of Providing Street-Based Youth Work in Deprived Communities (Joseph Rowntree Foundation, 2004)

National Youth Agency, supported by George Smith of the University of Oxford, to make an illustrative calculation of what it might cost to provide street-based youth work projects more systematically across deprived local areas in England (please see below).

5.2 Place-Based Work

- 5.2.1 Place-based working is a person-centred, bottom-up approach used to meet the unique needs of people in one given location by working together to use the best available resources and collaborate to gain local knowledge and insight. By working collaboratively with the people who live and work locally, it aims to build a picture of the system from a local perspective, taking an asset-based approach that seeks to highlight the strengths, capacity and knowledge of all those involved. This differs from top-down approaches that rely on an overarching systemic (or national) view that is then broken down into sub-systems (local views). By focusing on the deficits, rather than the assets, top-down approaches can sometimes be criticised for undervaluing the importance of local knowledge and assets and, as a result, the differentiation between local and national issues becomes misunderstood. This can be problematic, particularly when thinking about improving health and wellbeing, as it can cause us to think that the national perspective is all that matters and prevent us from understanding local needs.
- 5.2.2 There are some issues with the precursors to place-based approaches (e.g. active regional development, place-blind methods or community planning) including misdiagnosis of issues, lack of an asset-based approach, tokenistic community engagement and short-term planning horizons. Together, these have led to an increased demand for approaches that value the importance of place, while also understanding the need for embedded, person-centred ways of working. While these approaches sought to improve local resources, they didn't have any specific place-based considerations and therefore could be considered 'top-down' as opposed to community focused 'bottom-up' approaches. A place-based approach, on the other hand, acknowledges the complexity of people's lives by working in direct partnership with a range of people and provides one way of uncovering the needs and strengths of local communities.
- 5.2.3 Example 1: place-based approaches have been used by different organisations, in different ways, for different reasons. It is not a one-size-fits-all approach and is often adapted to meet local needs, as well as the needs of the organisations conducting the work. The Joseph Rowntree Foundation (JRF) has spent ten years working in Bradford with the aim of improving community cohesion and empowering local citizens. They chose to work in Bradford due to the area's diverse economic and ethnic profile. Throughout this programme of work, providing safe places for debate - where everyone was regarded as an equal and previously unheard voices were encouraged - led to strengthened local partnerships. Those involved have increased their understanding of the local community. However, the aim of the programme was to support the community to make improvements, not just to understand it. The evaluation

report reflects the need to have worked more closely with local stakeholders, as well as a need for more long-term commitment to the individual projects they worked on. JRF say they could have improved this outcome by involving people in the design of the projects from the start and translating their research and findings into local action.

- 5.2.4 Example 2: Total Place was a programme comprising 13 pilot schemes sponsored by local communities and Local Government. It involved 63 local authorities, 34 primary care trusts and 13 police authorities. Unlike the Joseph Rowntree Foundation work in Bradford, the overall aim was to transfer control to those working on the ground through the delivery of better value services with an expectation of early cost savings to validate the work. In reality, it is still unclear if Total Place achieved the cost savings it predicted. The initiative sought to implement preventative approaches, but its evaluation was subject to numerous challenges. Furthermore, only 10 of the 13 pilots were evaluated based on person-centred outcomes, with 7 of the 10 reporting a lack of robust evidence that collaborative working had improved outcomes for the people using services.
- 5.2.5 Example 3: 'Altogether Better'. West Cheshire's Whole Place Community Budget Pilot 'Altogether Better' is working locally in Greater Manchester to reduce the 'wasteful' duplication of resources and services by promoting an integrated, cross-sector approach to service delivery. While a fundamental part of this process is ensuring local residents and providers are actively involved in the design and delivery of services to improve the outcomes of people who live locally, the key aim for both examples remains the reduction of costs. This project is already reporting cost savings and reduced requirement for acute interventions. While this demonstrates that pooling resources to deliver solutions could tackle resource and financial issues, it does not report on whether these services provided positive outcomes for the people living locally.⁶

5.3 Core Components Work

- 5.3.1 This approach assumes that projects can be broken down into constituent parts: the 'core components' making up the service or approach being delivered for young people. For example, a mentoring programme for young people at risk of violence may be made up of many different components or practices. It could include things such as goal-setting sessions, one-to-one counselling, group activities or social and emotional learning.

⁶ **IRISS** <https://www.iriss.org.uk/resources/irisson/place-based-working> (First Published 2015)

5.3.2 There are many different approaches to breaking down youth service provision into its core components, but many focus on four principal aspects

- Describing what is offered (the first advantage of a core components approach is that that it can help with articulating the nature of the offer to young people. It can also be useful for developing a strong theory of change – an explanation of why the activities that are run should contribute to short and long-term outcomes)
- Knowing what and how to adapt (a related benefit of a core components approach is that it can help with adapting the design or delivery of programmes. During the pandemic, for example, support may have needed to be more personalised, according to the needs of individuals. This is easier to do if it is possible to distinguish between aspects of the offer that are core, or non-negotiable, and those that are flexible and can be more obviously adapted)
- Making practice more evidence-informed (breaking a service down into its parts can help to identify the features or components of programmes that are associated with positive effects. This can be used to improve existing practice by adjusting what is offered better to fit the evidence)
- Evaluating programmes (this can involve a conscious focus on specific components to explore how well they are implemented, what contribution they are perceived to be making to project aims, or how acceptable they are to users. It is also possible to start adding or subtracting components, or changing those that exist, and observing the impacts of these changes.⁷)

5.4 Strategies

5.4.1 Overview

In 2020, less than half of OECD countries (44%) for which preliminary data is available had youth work strategies in place. Governments should adapt existing strategies and formulate new ones to ensure that the youth work sector is ready to deal with the fallouts of the COVID-19 crisis and address emerging areas such as digital youth work.⁸

⁷ (The Youth Endowment Fund) <https://youthendowmentfund.org.uk/adapting-and-learning-using-a-core-components-approach/>

⁸ Youth and Covid-19: Response, Recovery and Resilience (OECD, 2020 [14])

5.4.2 *The UK Government*

The Treasury announced a Youth Services Review of programmes in Spring 2020 to support youth services as part of the 2020 Spending Review. DCMS was leading this internal review and were keen to hear from youth service providers and representative groups directly. The Youth Review was expected to set policy direction for the out-of-school youth agenda, focusing on programmes currently within the scope of DCMS, with a particular focus on addressing regional differences in opportunities for young people. This included considering the next steps on the Youth Investment Fund and the NCS programme. DCMS planned to be working to align its aims with other government departments and priorities for young people. (NB We contacted DCMS twice about an update on this report, with no response as at 13/10/2021)

5.4.3 DCMS has carried out previous consultations with the youth sector, during which the following key messages were shared:

- National and local infrastructure is varied across the country, and it is recommended the design of any funding programmes for youth services seeks to support both.
- The youth sector welcomes both national and place-based funding and encourages DCMS to ensure join-up of funding streams, and accessibility of funding to grassroots organisations, as well as regional and national bodies.
- A mixed funding model will be essential to achieving any vision for out-of-school youth provision.
- Government funding for youth services presents an opportunity to increase consistency of outcomes and measurement. While central government and local organisations will likely have different interests regarding data collection, both should work together to ensure outcomes and metrics meet each other's needs.
- The youth sector raised the value of open-access youth services alongside broader positive activities for young people and called for DCMS' vision to be clear on the distinction between the two.
- Government is encouraged to reflect on the distinct role of youth work, training and up-skilling to support practitioners to deliver youth provision.

DCMS has two aims for its youth support: (i) developing skills for life and work, and (ii) supporting mental and physical wellbeing.

5.5 Responses to COVID

- 5.5.1 The National Youth Association ('NYA') is the Professional, Statutory and Regulatory Body (PSRB) for youth work in England and as such is the national partner for the government, the Local Government Association and non-governmental bodies, and with relevant bodies in related professions (such as teaching, policing and social care). The NYA sets the standards for youth sector organisations in recognition of practice, qualifications and the youth work curriculum and convenes the National Youth Advisory Body for policy advice and guidance. We have worked with an expert group of youth work practitioners, national youth organisations and young people to shape this document. Youth sector organisations typically work with young people aged 8 to 25 years, although other age groups are recognised.
- 5.5.2 The NYA states "There is a wide range of youth provision, normally defined as 'youth work', which includes open-access work through youth centres, community projects, volunteering and youth social action, alongside targeted services and specialist groups for vulnerable young people. Such activities are run by local groups, community organisations and local authorities or as part of national programmes. The types of activity include, for example, youth clubs, street-based youth work, peer-led youth groups, uniformed youth groups, youth councils, outdoor education and residential trips.

It is recognised that the level of lockdown will vary over time and by location if local restrictions are applied. To support youth sector organisations when reacting to these changes a readiness framework and level is provided. Changes are published weekly on the [NYA's website](#) and provides guidance as to the nature and capacity of activity recommended at each level.

Alongside adhering to the framework's guidance, all proposed activities and changes must be subject to a risk assessment, which should be enhanced when physical spaces/buildings /land are to be used.

All providers of youth provisions and services must complete a COVID-19 action plan (see details below). These plans are intended to ensure that you have considered all reasonable aspects of activities before opening provision at a local level."

- 5.5.3 The National Youth Agency lowered its readiness level to 'GREEN' in September 2021. On their website (www.nya.org.uk) is a prescriptive list of the activities they propose under that restriction. They also provide some extremely helpful Covid-19 guidelines and documents (including templates) – all free to download and use. For example, they offer a very useful list of 'Ten Things to Be Aware Of':
1. Read the National Youth Agency guidance: [Managing Youth Sector Activities and Spaces During COVID-19](#)
 2. It is a requirement for all centres, projects and units to develop an action plan with a comprehensive risk assessment
 3. Keep your plans and risk assessments under constant review
 4. Be aware of changes to the law or readiness levels (via the National Youth Agency website)

5. Protect vulnerable individuals at all times and consider your responsibilities to those with protected characteristics
6. Ensure social distancing is protected
7. Involve your staff, volunteers and young people in designing your plans
8. Ensure you clearly communicate changes to everyone involved
9. Do not rush to re-open, only do so when you are confident it is safe
10. Stay safe

5.5.4 “It is important to ensure we create spaces, services and opportunities that enable everyone to engage equally. This often requires adjustments to our working practices and approaches to ensure that everyone benefits fairly. Your organisation’s equality and diversity policy should be considered at all times and especially when making decisions and judgements related to the impact on individuals and groups with protected characteristics. When applying this guidance, organisations should be mindful of the particular needs of different groups of workers and individuals. It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic, such as age, sex, race or disability. Employers and organisations (voluntary or otherwise) also have additional responsibilities towards disabled individuals and those who are new or expectant mothers.

The following must be in place:

- Assessment that the risk to workers, young people and the community can be safely managed
- Ability to meet core government guidance
- Effective safeguarding arrangements
- All children and young people should be safeguarded
- Enhanced cleaning arrangements are in place
- Ability to comply with social distancing requirements and limits on gathering sizes which is underpinned by UK law
- Ability to ensure hygiene levels are maintained, including for frequent hand washing/cleansing with alcohol gel
- The risk to workers, young people and the community being safely managed
- Whether the most vulnerable in society can be effectively safeguarded

Everyone needs to assess and manage the risks of COVID-19. As a service provider or employer (voluntary or paid), you have a legal responsibility to protect workers, young people and others from risks to their health, safety and wellbeing. This means you need to think about the risks they face and do everything that is reasonably practicable to minimise them, recognising you cannot completely eliminate the risk of COVID-19.

A youth organisation may deliver a range of activities and types of provision, including local projects and services. We advise that each project/centre/unit completes a risk assessment and action plan document. The action plan will ensure that you have considered all reasonable points ahead of changing your delivery levels. This will also help you to identify the actions and steps you need to put in place to ensure appropriate and safe provision.

The action plan includes a risk assessment and will consider the wider organisational policies that must continue to govern your practice, including safeguarding, equality and health and safety policies. You should also check with your insurer that they will continue to cover your planned activities.

Your plan is required to be as simple or complex as your organisation's activities and plans. The NYA, UK Youth and the Federation for Detached Youth Work have provided templates, checklists and examples of action plans that are kept updated; go to <https://youthworksupport.co.uk>. You must keep your plan under constant review and make responsive amendments to reflect the NYA's published readiness level. Be ready to react if the readiness level changes week-to-week, and ensure you communicate changes to young people, staff, parents/carers and other stakeholders. Your action plan should include clear information about how your service can and will respond to different readiness levels to minimise risk. You must make sure that the risk assessment for your provision addresses the risks of COVID-19 and that this guidance is used to inform your decisions and control measures. A risk assessment is not about creating huge amounts of paperwork, rather it is about identifying sensible measures to control the risks in your setting. Your risk assessment will help you decide if you have done everything you need to.

Youth sector organisations have a duty to consult their staff members (paid or voluntary) on health and safety issues. We would also advise engaging young people in developing your plans and risk assessments and in the discussions about the impact on themselves, their peers/ families and their significant others. You can do this by listening and talking to them about the planned work and how you will manage risks from COVID-19. The people who do the work are often the best people to understand the risks in the workplace, and they will have a view on how to work safely. Involving them in making decisions shows that you take their health and safety seriously.

Youth organisations often work with young people and trusted adults (staff, volunteers) who are at higher risk from COVID-19. It is essential to be aware of who these individuals are and how to mitigate the risk to them. Steps may be required to ensure equality of access to provision for young people who are shielding or at increased risk.”⁹

⁹ Managing Youth Sector Activities and Spaces During COVID-19 (National Youth Agency, Dec 2020 V4)

5.6 Other Responses

- 5.6.1 Organisations working with young people are responding in a very broad range of ways across the globe. From taking advantage to focus on the development of young women in Tanzania, to establishing lifelong ‘Learner Guides’ in Sierra Leone, to developing a new social enterprise for disadvantaged young people to learn financial and business skills in Jordan, to creating health information exchange opportunities using social media in Botswana, to the OECD’s ‘Hackathon/Hack the Crisis’ projects many are trying to see the positive opportunities offered by a ‘pause’ in our ‘usual’ lives.
- 5.6.2 Some authorities are looking at alternative delivery models in order to deliver services in different ways, depending on the local context. In some areas, Youth Mutuals have been developed to open up alternative sources of funding and to allow the generation of income, while in others, Young People’s Foundations bring together the public, private, voluntary and community sector to make the most effective use of all available funding and assets. In all models, the council as the body with the statutory responsibility will maintain a key role in supporting and setting the direction of local youth provision.
- 5.6.3 With limited funding available from councils, many organisations are often pursuing the same funding from external sources such as charities and trusts. Councils have an opportunity to invest smaller amounts in core funding for groups so that they can access further funding, and to coordinate funding bids, supporting smaller organisations to come together to deliver work that can contribute to the wider vision. Opportunities for organisations to collaborate meaningfully should be explored wherever possible to support collective impact. Support for writing funding bids can also be helpful, particularly where organisations have limited or part-time staffing.
- 5.6.4 In some areas, improving the use of council and community assets has been invaluable, and offers an alternative way of supporting service delivery than financial support. Finding ways to allow easier sharing of assets can improve the viability of, and access to, services across the area. This can apply to buildings, funding and resources – both owned by the council and community organisations, and by private and voluntary partners – as well as staff and volunteers.
- 5.6.5 Using the council’s role as a community and partnership leader to facilitate discussions with and investment from the local private sector can help to support delivery of some youth services. Involving local businesses in the development of the vision for local youth services can support this, encouraging buy-in from the beginning and ensuring that the vision helps to support young people to develop the skills they need for the local job market when they reach adulthood.

6. Approaches

6.1 Approaches to be Assessed

Discussions and meetings to date on how Woodley Town Council should move forward with its youth provision have included a wide range of stakeholders but are not 'complete' and should continue to be regarded as work-in-progress rather than as tasks 'completed'. The strategy and its delivery will deliver best value if they are kept under constant review and can be flexed to suit dynamic, changed and changing contexts.

Thinking, ideas and suggestions to date have proved wide-ranging and comprehensive; we have therefore sought to categorise them so that they might be considered in comparison with one another only where that is appropriate. The categorisation of approaches we are working with is:

- 1 ACTIVITY-LED**
 - a. Pop-ups and events
 - b. Workshops (practical, cultural)
 - c. Sports
 - d. Health and wellbeing (including mind and body) activities

- 2 STREET-BASED**

- 3 PLACE-BASED**
 - a. Youth Hub (s)
 - b. Youth Centre(s)
 - c. Youth Café
 - d. Sports, leisure or other health and wellbeing centres
 - e. Partner premises (eg schools)
 - f. Specialist facilities (peripatetic or fixed)

- 4 ISSUES-LED**
 - a. (Focus on) mental health
 - b. (Focus on) physical wellbeing
 - c. (Focus on) personal wellbeing
 - d. (Focus on) equality of access
 - e. (Focus on) family breakdown
 - f. (Focus on) criminal behaviour, including drug distribution and use

Some relevant and influencing aspects have also emerged, and we will go on to consider these as:

- 5 OTHER CONSIDERATIONS**
 - a. Ongoing Consultation (with young people, with other partners and stakeholders)
 - b. Partnership-building
 - c. Additional Research and Development
 - d. Provision for Different / Priority Age Groups
 - e. Taking the Long View

7. Assessments

7.1 Criteria for Assessment

Clearly, not all approaches can be considered as one comparison group, and we have accommodated this. Nevertheless, we have established 10 tests that are relevant to national regional and local youth approaches (including, for example, the Berkshire Youth Survey 2021, Woodley Town Council online meeting March 18th 2021, Independent consultations with JAC, WTC and others 2020 / 2021, DCMS Youth Review 2021, Department of Education 2020, NYA Readiness Guidance 2021, ETS information, research by Reading Voluntary Action, Joseph Rowntree Foundation/LGA/Unison and others), the Youth Endowment Fund and so on.

Using a matrix, and bearing in mind an initial youth support budget of £27k for 2021-2022 we have considered whether the approach in question

- A** Addresses young people’s mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing
- B** Gives young people stronger voices at local community and local government levels
- C** Provides safe and appropriate opportunities to meet and have fun with friends
- D** Widens the diversity of activities and opportunities for young people
- E** Can work within the available WTC budget
- F** Provides opportunities for additional funding (eg per event, matched funding, sponsorship)
- G** Enables arrangements for the first five years of Youth Support delivery
- H** Can respond flexibly to changes in the interests and preferences of young people
- I** Can be cost-effectively managed by WTC, CYP and other partners as appropriate

7.2 OUR ASSESSMENTS

	APPROACH 1: ACTIVITY-LED	a/ Pop-ups and events	b/ Workshops (practical, cultural)	c/ Sports	d/ Health and wellbeing (including mind and body) activities
A	Addresses young people’s mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Yes.	Yes.	Yes.
B	Gives young people stronger voices at local community and local government levels	Possibly.	No.	No.	No.
C	Provides safe and appropriate opportunities to meet and have fun with friends	Yes.	Yes.	Yes.	Yes.
D	Widens the diversity of activities and opportunities for young people	Yes.	Yes.	Yes.	Yes.
E	Can work within the available WTC budget	Yes.	Yes.	Yes.	Yes.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Yes.	Possibly.	Yes.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	N/A	N/A	N/A	N/A
H	Can respond flexibly to changes in the interests and preferences of young people	Yes.	Possibly.	Yes.	Yes.

	APPROACH 1: ACTIVITY-LED	a/ Pop-ups and events	b/ Workshops (practical, cultural)	c/ Sports	d/ Health and wellbeing (including mind and body) activities
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Yes.	Yes.	Yes.	Yes.

	APPROACH 2: STREET-BASED	Outdoors, local area		APPROACH 2: STREET-BASED (ctd)	Outdoors, local area
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes	F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Possibly
B	Gives young people stronger voices at local community and local government levels	Yes	G	Enables arrangements for the first five years of Youth Support delivery	Yes
C	Provides safe and appropriate opportunities to meet and have fun with friends	Yes	H	Can respond flexibly to changes in the interests and preferences of young people	Yes
D	Widens the diversity of activities and opportunities for young people	Yes	I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Yes
E	Works within the available WTC budget	Yes			

	APPROACH 3: PLACE-BASED	a/ Youth Hub (s)	b/ Youth Centre(s)	c/ Youth café	d/ Sports, leisure or other health and wellbeing centres	e/ Partner premises (eg schools)	f/ Specialist facilities (peripatetic or fixed)
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Yes.	Yes.	Yes.	Possibly.	Yes.
B	Gives young people stronger voices at local community and local government levels	Possibly.	Possibly.	No.	Possibly.	No.	Possibly.
C	Provides safe and appropriate opportunities to meet and have fun with friends	Yes.	Yes.	Yes.	Yes.	Yes.	Possibly.
D	Widens the diversity of activities and opportunities for young people	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.	Yes.
E	Works within the available WTC budget	No.	No.	No.	Possibly.	Possibly.	Possibly.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	Yes.	Yes.	Yes.	Possibly.	Possibly.	Possibly.

	APPROACH 3: PLACE-BASED	a/ Youth Hub (s)	b/ Youth Centre(s)	c/ Youth café	d/ Sports, leisure or other health and wellbeing centres	e/ Partner premises (eg schools)	f/ Specialist facilities (peripatetic or fixed)
H	Can respond flexibly to changes in the interests and preferences of young people	Yes.	Yes.	No.	Possibly.	Possibly.	Yes.
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	No.	No.	No.	Possibly.	Possibly.	Possibly.

	APPROACH 4: ISSUES-LED	a/ (Focus on) Mental health	b/ (Focus on) Physical wellbeing	c/ (Focus on) personal wellbeing	d/ (Focus on) Equality of access	e/ (Focus on) Family breakdown	f/ (Focus on) Criminal behaviour, including drug distribution and use
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.
B	Gives young people stronger voices at local community and local government levels	No.	No.	No.	Possibly.	No.	No.
C	Provides safe and appropriate opportunities to	Possibly.	Possibly.	Possibly.	Yes.	No.	No.

APPROACH 4: ISSUES-LED	a/ (Focus on) Mental health	b/ (Focus on) Physical wellbeing	c/ (Focus on) personal wellbeing	d/ (Focus on) Equality of access	e/ (Focus on) Family breakdown	f/ (Focus on) Criminal behaviour, including drug distribution and use
D meet and have fun with friends	Possibly.	Possibly.	Possibly.	Yes.	Possibly.	No.
E Widens the diversity of activities and opportunities for young people	Yes.	Yes.	Yes.	Yes.	Possibly.	No.
F Works within the available WTC budget	Yes.	Yes.	Possibly.	Yes.	Possibly.	Possibly.
G Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	N/A	N/A	N/A	N/A	N/A	N/A
H Enables arrangements for the first five years of Youth Support delivery	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.
I Can respond flexibly to changes in the interests and preferences of young people	Yes.	Yes.	Yes.	Yes.	Possibly.	Possibly.
I Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Yes.	Yes.	Yes.	Yes.	Possibly.	Possibly.

	APPROACH 5: OTHER CONSIDERATIONS	a/ Ongoing Consultation (with young people, with other partners and stakeholders)	b/ Partnership- building	c/ Additional Research and Development	d/ Provision for different / priority age groups	e/ Taking the long view
A	Addresses young people’s mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Possibly.	Possibly.	Yes.	Yes.
B	Gives young people stronger voices at local community and local government levels	Yes.	Possibly.	Possibly.	Yes.	Yes.
C	Provides safe and appropriate opportunities to meet and have fun with friends	Possibly.	No.	Possibly.	N/A	N/A
D	Widens the diversity of activities and opportunities for young people	Yes.	Yes.	Possibly.	Yes.	Yes.
E	Works within the available WTC budget	Possibly.	Possibly.	Possibly.	Possibly.	Yes.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	Yes.	Yes.	Yes.	Yes.	N/A

APPROACH 5: OTHER CONSIDERATIONS		a/ Ongoing Consultation (with young people, with other partners and stakeholders)	b/ Partnership-building	c/ Additional Research and Development	d/ Provision for different / priority age groups	e/ Taking the long view
H	Can respond flexibly to changes in the interests and preferences of young people	Yes.	Yes.	Yes.	Yes.	Yes.
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Possibly.	Possibly.	Possibly.	Possibly.	Yes

8. RECOMMENDATIONS

8.1 Overview

The Local Government Association developed a set of principles for youth service provision that are comprehensive and appropriate to the current context. We recommend they are adopted to guide this strategy, its implementation and future strategies and plans:

- **Young People’s Voice:** this should be central to the provision offered to them. They can choose to attend a variety of services on a voluntary basis, building a sense of autonomy and trust in practitioners that encourages engagement with further work where needed. Provision can and should be structured around the needs of young people locally, offering both universal, open-access provision wherever possible, and targeted support for those considered more at-risk, disadvantaged or with higher need. For WTC it is important to engage more young people in more discussions about their wants and needs
- **Inclusivity, equality and diversity:** young people should feel included in their local area and can access the support they need as they progress towards adulthood. No young person feels marginalised or isolated as a result of disability, sexuality, nationality, socio-economic status, special educational needs, mental health issues, religion or any other characteristic. The local youth offer helps to improve social mobility for young people from all backgrounds by offering support to develop the skills, knowledge and networks they need to access and take advantage of opportunities.
- **Respect:** young people are a valued and respected part of the community whose needs and wishes are considered equally with those of other groups. They are actively encouraged to participate in their communities and to enjoy opportunities in their local area without fear of judgement or negative stereotyping.
- **Quality, safety and well-being:** good quality services are provided by staff with appropriate safeguarding training, linked to a wider network of support. Ideally this includes professionally qualified youth workers with the skills, expertise and competencies to support safe, quality services with appropriate levels and types of intervention. The youth offer helps to keep young people safe and supports their mental, emotional and physical health, improves their social and economic wellbeing, and makes sure they can access education, non-formal learning and recreation.
- **Empowerment:** services empower young people to progress and engage in employment, education and training, and to take an active role in their local communities. Young people are listened to and can make positive demonstrable changes to their communities and understand how to engage with the democratic process.
- **Positivity:** services are strengths-based and focus on developing the skills and attributes of young people, rather than attempting to ‘fix a problem’.

- **Local solutions:** as local leaders who know their communities best and have a key role in place-shaping, councils are ideally placed to set out the vision and direction for youth provision in their area. This includes establishing what services and support are needed and wanted, how all local provision (not just youth services) supports young people, identifying the outcomes that matter most to young people, and working with partners to find ways to deliver these. Councils may not be in a position to directly deliver or commission all youth provision, however their ability to oversee and coordinate, with the support of all levels of local government, is invaluable.¹⁰

8.2 Activities, Streets, Places, Issues and Other Considerations for Woodley

- 8.2.1 A blend of activities appears to be ideal for the new SLA. Pop-ups and events should help achieve many of the broader objectives set out in this strategy. Sports activities appear to be the strongest next option, then workshops and then health and wellbeing activities. This list need not be exclusive of any activities, but there will be limits to year-round activities and we suggest this as a ‘workable bias’, not as an absolute. Clearly (and as discussed within the CYP) there are some unknowns around the longer-term psychological and emotional impacts of Covid, and this might require a reappraisal of these first thoughts, for example.
- 8.2.2 Streets-based activities and interactions appear to be the best option for delivery of services for young people in this context. As well as being financially feasible, these interactions can be flexible and adaptable, and can be delivered by detached youth work professionals where and when young people require them. Documentation examined as part of this research is clear that detached youth workers are often in a position to do exactly what others who work with / interact with young people find themselves unable to do, and this includes interacting with some of the harder-to-reach young people in the area.
- 8.2.3 Place-based delivery is problematic in the immediate context. This is mostly due to financial constraints. The notion of a specialist or exclusive site that is truly fit for purpose is not feasible in the short-term. However, this could be a very exciting proposition for the longer-term, should WTC be able to pursue it, and the ‘youth club’ model is tried and tested in many cases. Some use of fixed specialist facilities (such as a mechanical workshop) and peripatetic facilities (such as a mobile recording studio) could be ideal, and – because it would be pay-per-use and not a recurring overhead, this should be manageable across the contract year/s. It may be that partners (such as schools, civic facilities) will need to make additional charges for cleaning, maintenance and so on, post-Covid, and some might change the nature of activities that can take place on their premises in the future. In that context, sports, leisure or other types of health and wellbeing centres might prove a stronger option than generic ‘spaces’ (such as halls).

¹⁰ From the LGA website

- 8.2.4 Issues-led activities have the potential to support many of the outcomes the CYP has already identified. However, WTC will need to keep in mind that it is not able to offer comprehensive social care or medical services. Instead, a highly targeted approach to identify and start working with a manageable issue (or combination of issues) is essential (the 'core components' approaches described above might be very useful here). In the first instance, experienced youth worker colleagues will quickly be able to ascertain priority issues within the locale. However, it is critical that, as the strategy progresses, more ways are created and managed to give young people a strong, clear voice in the provision and services they genuinely want and need.
- 8.2.5 The most significant 'other considerations' are, in our view twofold. First, taking the long view and making provision for an SLA that should run to five years will be critical for WTC's youth services to remain flexible, relevant and varied. Some activities require long lead-ins and supply colleagues (eg specialist technicians) are more likely attracted to a regular booking than a one-off arrangement. Youth workers require security and opportunities to review and improve practice, and these are activities that can only really function over the mid- to long-term. Second, the voices of young people need to be found, heard, recorded and played back at very high volume as WTC continues to look for valued, good value and innovative provision for its young people. Again, taking the 'long view' will certainly help, and larger-scale research and development should be studied and referred to, perhaps, rather than undertaken directly. Nevertheless, finding ways to engage with more young people (through social media, for example, and through other partners) is a fundamental base for strong youth provision, and WTC really needs to engage with that difficult task.

8.3 FUNDING

8.3.1 Short-term funding creates problems of staff recruitment and retention and weakens the durability and success of service provision. It also fails Providers outside an authority by providing little or no security nor planning horizon. For the purposes of this strategy, we have looked at a number of funding issues, including:

8.3.2 Funding Youth Workers

Youth worker salaries can range from c£19k to c£43k, with discretionary points at the upper levels and weighting additions c£2k for outer London areas.¹¹

8.3.3 Funding detached youth work

¹¹ Joint Negotiating Committee Agreement for Youth and Community Workers, 2021

Detached youth workers operating at street level may be able to help excluded and disaffected young people in ways not always possible in more formal settings. The Joseph Rowntree Foundation supported the first major national study of street-based youth work, *Reaching socially excluded young people*. It focuses particularly on detached and outreach work with socially excluded young people and demonstrates the growth of such work in recent years. Its findings show that such work where it exists has proven to be one of the few ways of making and sustaining contact with disaffected young people. Yet no systematic resources are being made available to fund such work, so projects are provided on an ad hoc basis, for example as part of regeneration projects. Their geographical coverage is highly selective and even where projects exist their funding from year to year is insecure.

8.3.3.1 The Foundation asked Tom Wylie, Chief Executive of the National Youth Agency, supported by George Smith of the University of Oxford, to make an illustrative calculation of what it might cost to provide street-based youth work projects more systematically across deprived local areas in England. This is a summary of those costings. They are not intended to give an exact calculation of the cost of a national street-based youth work programme, but to indicate the order of magnitude of spending that systematic provision would involve. The analysis was based on information gathered from individual projects and from recent micro-analysis of patterns of disadvantage provided by the University of Oxford's Index of Multiple Deprivation.

8.3.3.2 Looking at nine examples of projects in different types of area, the study calculated the actual unit cost of a session working with each young person. This might involve a young person at one of two levels: as a simple 'contact' who is known to the youth worker or as a 'participant' involved in various relationships or activities. Observed unit costs were in roughly three categories:

- Low-cost projects spending £3 to £6 per 'contact' and £6 to £16 per 'participant'. These projects were typically not fully resourced, with services only available some of the time and relying largely on volunteer labour.
- Higher-cost projects, with a fuller range of services, where costs ranged from £10 to £17 per 'contact' and £12 to £23 per 'participant'.
- An inner London borough project where unit costs were £25 and £39 respectively.

8.3.3.3 Based on the information gathered from these examples, the study calculated what it would cost to provide the staffing and other elements required for a full range of services in a 'good practice' project, allowing basic contact with 125 young people per week, of whom 25 would be worked with intensively. The cost of such a project is estimated at £75,000 a year, with a unit cost of £16 per 'contact' and £27 per 'participant' episode.¹²

¹² **Costing Street-Based Youth Work** (Tom Wylie for the Joseph Rowntree Foundation, 2004)

8.3.4 *Funding Youth Service Buildings and ‘Hubs’*

- 8.3.4.1 Over time, and before drastic reductions to local and other youth funding, youth clubs and hubs have often delivered outstanding value for young people, funders and communities. Youth clubs are a tried and tested way to attract young people to regular, safe and supervised assemblies and activities. Whilst there can be issues around youth club ‘cliques’, the youth club model could well be something for WTC to set its strategic sights on (likewise, a/number of youth hub/s). It is important to remember, though, that WTC is not a Borough or County Council. Its modest budget of £25k compares with, for example, that of the Royal Borough of Kensington and Chelsea (2018/19), who planned for a spend of just under £1.5m.
- 8.3.4.2 Following extensive consultation, they created a new youth offer that was co-designed to reflect local priorities and ambition for the future. Like WTC, contracts for the existing youth offer (a non-statutory service) were about to expire, subject to a short extension period to align with the outcome of the youth review. This provided RBKC with an opportunity to significantly reshape and refocus the youth offer in line with local priorities and in response to changing needs. In their new model, activity-based provision (separate from youth centre provision) was to be increased to £230,000 including £40,000 for young people to directly allocate. That was in addition to £410,000 for youth hub and youth club provision that organisations were able to bid for. The new youth offer also sought to strengthen targeted youth support and the detached outreach offer into local communities whilst also providing greater opportunity for young people to shape the services that they receive and be part of a new youth parliament. At that time, the Council had engaged with 1015 stakeholders, including 771 young people, 172 parents, 71 community groups and voluntary sector organisations, including all current youth providers. The Council also engaged with various internal stakeholders such as Children’s Services, Early Help, Public Health and Community Safety, Grenfell Health and Wellbeing Team and Grenfell Response. New-build costs for a Youth Club are between £2,170 and £2,410 per m². Nevertheless, identifying a building and/or hubs specifically for young people could be a very significant long-term aspiration with the potential to deliver great value.

8.3.5 *Funding a Youth Café*

- 8.3.5.1 These are youth-centred spaces for young people to chill and hang out with their friends in a safe and secure environment. Young people in Foróige Youth Cafés, for example, take ownership of the café by electing a café committee who work with the other members, volunteers and staff. Other cafés have film nights or undertake citizenship and other Foróige programmes. The huge upsurge in communities requesting a Youth Café in their area has led Foróige to look at a wide variety of options to meet the community’s needs while also being mindful that funding is not always available to set up these cafés. Foróige has developed 3 models for Youth Cafés.

Model 1: Youth Health Cafés

- Youth Health Cafés are led by professional staff in a dedicated youth café space. These operate mainly in large towns and cities and are fully equipped with a range of services, including health related programmes.

Model 2: Part-time Youth Cafés

- Part-time Youth Cafés operate as part of an existing service, such as a Foróige project or youth service. Like other youth cafés, they operate outside normal working and school hours and offer a drop-in service. These cafés are led jointly by the project youth workers and local adult volunteers. Young people who engage in the youth café can also avail of the wide range of services on offer in the project.

Model 3: Volunteer Led Youth Cafés

- Volunteer Led Youth Cafés are the joint effort of local volunteers, organisations and young people. They sometimes have dedicated youth cafe premises but many are in rooms in community buildings hired for the evenings the cafe is open. Their opening hours depends on need and volunteer availability and range from one evening a week to several evenings, lunchtimes and Saturday afternoons.

8.3.5.2 One type of youth café or another might be another long-term, strategic development for WTC. It is important to know that, just like any hospitality-based business, cafes and coffee shops require a great deal of work to both start up and ensure long-term break-even or profitability. There are expected to be over 32,000 coffee shops in the UK by 2023; young cafe customers want more than good coffee: from the Wi-Fi to the type of seating chosen, it all adds to the experience. There are very few millionaire cafe owners: most are in it for the love of the industry and the desire to make a difference in their community. Setting up a cafe might require anywhere between £20,000 and £100,000 in start-up costs. There will also be expenditure on rent, refits, furniture, technology, staff, stock and all the other elements that go towards creating a great cafe experience. In London, a leasehold cafe can be anywhere from £100,000 to £500,000. In the rest of the UK, that drops to between £50,000 and £150,000. The licenses the property holds, its condition and the price of similar properties in the area will all have an impact on the price. For new fixtures and fittings, a budget of £3,000 is realistic if the premises are already fitted out, and up to £10,000 if it's just a shell. A point of sale (POS) system might cost £30 per month for the ability to take payments and record stock movements. Staffing and payroll are the second most significant overhead: the average hourly wage for baristas will be anywhere from £7 to £9 per hour, and a chef at least £20K per year. As a rough guide, a small cafe with two baristas outside London will cost around £30,000 per annum. Initial stocking might be c£3k. Marketing can represent large or small spends, with social media pay-per-click (PPC) advertising c£1k in the early days. At the very least, the operation will also need: employer's liability insurance; public liability insurance; gas and electrical safety certificates; food hygiene certificate. In 2019/20 Wiltshire County Council approved a

funding request for the 'Elements' youth café provision of £5k for a manager for 6 hours per week. New-build costs for café / snack-bar/ coffee bar are between £2,540 and £2,820 per m2. ¹³

¹³ Figures from Beambox.com and other business sources

9. DRAFT TENDER DOCUMENT (LATER)

x

10. NEXT STEPS

On September 13th 2021 members of the CYP were briefed and agreed to the following outline schedule for the production of a Youth Strategy for WTC:

- i Sep 13th: Community Youth Partnership Briefing (Consideration of the initial draft strategy document. Comments and revision suggestions were requested, to be sent to Chris Moore)
- ii Following Sep 13th: further CYP briefing: consideration of the revised draft strategy and agreement to make recommendations to the Leisure Services Committee
- iii Nov 16th: Leisure Services Committee meeting – consideration of the revised strategy document and recommendation made to the Strategy and Resources Committee
- iv Nov 23rd: Strategy and Resources Committee meeting - Consideration of the revised strategy document and recommendation from the Leisure Services Committee. Recommendation to Full Council
- v Dec 7th: Full Council meeting – consideration for adoption of the final Youth Strategy documentation

11. CONCLUSION

Many issues that impact on the wellbeing and life chances of young people fall outside the remit of youth services (such as housing, public health and employment). All parts of the Councils (at local and regional levels) need to be engaged with an articulated youth agenda to deliver a positive vision for young people. The role of families and the community is also important, of course, and a clearer national vision for services for young people could only help at this time.

Councils such as WTC already work with a very broad range of local partners and have well-established relationships which can support effective use of resources towards achieving shared outcomes and meeting needs.

The LGA notes “Provision by alternative providers such as the voluntary and community sector, schools or religious groups can also help to deliver these outcomes. Clearly this cannot be specified by the council; this is where it is useful to develop the local vision in partnership with other sectors, to encourage progress towards a shared vision for young people. Other provision that is not explicitly youth services, for example health services, parks, housing and transport, can help to meet outcomes as part of a systemic approach to supporting young people. Mapping all of this against the needs analysis and outcomes needed to deliver the vision will help to identify gaps in provision. Evaluating and reporting on outcomes effectively is not easy, and commissioners should acknowledge this, building in proportionate resources to contracts for robust outcome monitoring..... As the voluntary and community sector is increasingly involved in the delivery of youth provision, councils will want to consider their commissioning and contract monitoring arrangements to check that these are proportionate and not excluding smaller organisations from putting themselves forward.... Involving young people meaningfully in service design and commissioning can also be effective in ensuring the delivery of appropriate services for young people..... A further opportunity arising from developing a shared vision for youth services in the area is joint commissioning and potentially aligned or pooled budgets. Where outcomes are shared by a range of partners, working with those partners to commission and deliver services that meet those shared objectives is more likely to result in more joined-up, efficient services for young people alongside economic benefits.”¹⁴

¹⁴ From the LGA website, August 2021

12. APPENDICES

APPENDIX A:

Adapting Services for Woodley's Young People During and After the Pandemic

Discussion Paper and Outline Agenda for Zoom Call on March 18th 2021 (14.00 – 16.00)

Introduction

Thank you very much for agreeing to join our call on March 18th. The purpose of this discussion is to explore how we can adapt the existing Service Level Agreement for supporting young people in Woodley to be more flexible and responsive to some of the challenges posed by Covid-19. Whilst we will focus on young people between 13 and 19 years (and up to 24 years for some vulnerable people such as those with learning difficulties) we might also wish to consider the context for young people of primary schooling age, too.

I have been invited by the Clerk of the Town Council to facilitate the discussion and am more than happy to do so – most of my career has involved working with young people in one professional capacity or another, and I am acutely aware of the risks this pandemic brings to young people's physical, mental, emotional, social, educational and vocational wellbeing. I have also worked with the Town Council on a number of projects and understand many aspects of the local context.

This paper is intended to help start us all from the same point – I apologise in advance if any points are already obvious to you.

Chris Moore MA, ACL Consultancy Solutions Ltd, March 2021

Context and What We Know

Local Authorities

You may already be aware that Principal Local Authorities have a statutory duty to improve young people's wellbeing and to provide specific additional and early help. Neither Parish nor Town Councils have a comparable statutory duty, but some (such as Woodley Town Council) choose to provide a level of support for their young people.

For Principal Local Authorities, DfE guidelines include requirements of this provision to connect young people with their communities, offer participative opportunities in safe contexts, support personal and social development, improve physical and mental health and emotional

wellbeing, help 'at risk' young people with education and training and raise young people's own aspirations (supporting them to improve their own resilience and best inform their own decisions).

The Existing Woodley Town Council SLA

Whilst it may have been fit for purpose in the past, the service level agreement for Woodley Town Council's outsourced delivery of services for young people is mostly unworkable against the background of the current global pandemic. It is critical now, therefore, to use your local experience, knowledge and ideas to create a more flexible offer that can be delivered and developed as the pandemic context changes.

The Covid-19 Pandemic

Specialist advice as of 11-01-2021 is that the worst of this virus' national impacts are yet to come. However, the vaccination programme has begun and there is early anticipation that the current lockdown is already making a positive difference. Schools may start reopening after the February half-term, but this is contingent. Locally, Covid-19 lockdowns and a very cold snap appear to be keeping young people largely indoors.

It might be prudent, therefore, to consider the current period as one for exactly this sort of reflection and planning so that alternative service delivery might begin in Spring/Summer 2021 (at the earliest) with monitoring and change as required throughout the rest of the year, facilitated through more frequent stakeholder contact and discussion than in the past.

Local Ambitions

Just Around the Corner ('JAC') currently delivers against the existing SLA and has its own youth strategies and policies in place, already involving young people in some aspects of decision-making, planning and delivery. This documentation (where the ambitions of young people for themselves are explicit) should be referenced in developing an alternative offer that is deliverable.

Stakeholder partners might now be considered to include schools, health services, local authorities and appropriate community organisations, for example. All of these currently find their roles and capabilities compromised to a greater or lesser extent, so a broader network for cooperation might represent a good way forward.

What Others are Doing, Resources

You may already know that organisations working with young people are responding in a very broad range of ways across the globe. From taking advantage to focus on the development of young women in Tanzania, to establishing lifelong 'Learner Guides' in Sierra Leone, to developing a new social enterprise for disadvantaged young people to learn financial and business skills in Jordan, to creating health information exchange

opportunities using social media in Botswana, to the OECD's 'Hackathon/Hack the Crisis' projects many are trying to see the positive opportunities offered by a 'pause' in our 'usual' lives.

The National Youth Agency raised its readiness level to 'RED' on 05-01-2021. On their website (www.nya.org.uk) is a prescriptive list of the activities they propose under this restriction. They also provide some extremely helpful Covid-19 guidelines and documents (including templates) – all free to download and use. For example, they offer a very useful list of 'Ten Things to Be Aware Of':

1. Read the National Youth Agency guidance: [Managing Youth Sector Activities and Spaces During COVID-19](#)
2. It is a requirement for all centres, projects and units to develop an action plan with a comprehensive risk assessment
3. Keep your plans and risk assessments under constant review
4. Be aware of changes to the law or readiness levels (via the National Youth Agency website)
5. Protect vulnerable individuals at all times and consider your responsibilities to those with protected characteristics
6. Ensure social distancing is protected
7. Involve your staff, volunteers and young people in designing your plans
8. Ensure you clearly communicate changes to everyone involved
9. Do not rush to re-open, only do so when you are confident it is safe
10. Stay safe

It is relatively easy to find a really helpful selection of relevant information and resources via any search engine, but to get started, I can recommend the sites for Social Futures, gov.uk, the UN CRC, the OECD and Brookings.

Outline Agenda

Considering some of the above, I'd like to propose an outline agenda for our discussions as follows:

1. Introductions, Aims and Objectives (Chris)
2. AOB you'd like included (All)
3. Your views on the current local, regional and national context (All, facilitated)
4. Our focus: a key discussion of service provision we can explore (such as young people making more use of social media to identify helpful guidance, identify disinformation and spot online bullying; using the NYA document 'suite'; working with an extended network of stakeholders in new ways; researching others' approaches and adapting them; introducing a limited range of activities when it is safe to do so, such as using the Oakwood Centre and outdoor sports spaces). ALL of your ideas are welcomed and nothing reasonable is out of scope (All, facilitated)

5. How we can move on to involve more young people and other stakeholders (All, facilitated)
6. The next stages for mapping and planning: who, how, when? (Town Clerk)
7. Budgeting and finance: who? (Town Clerk)
8. Actions agreed and next steps (Chris)
9. Close (Chris)

Naturally, I welcome any further or alternative suggestions for the agenda. You are very welcome to contact me on 07711-090458 or at chrismoore@aclconsultancysolutions.com

I look forward to working with you.

Chris

APPENDIX B: Notes of initial meeting to discuss a new Service Level Agreement to support young people - held on 18 March 2021

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Paul Cassidy (ARC), Graham Sumblar (Woodley Baptist Church), Steve Outen (Woodford United FC), Trina Farrance (Bulmershe Gym Club), and Councillors Kay Gilder, Jenny Cheng and Martin Doyle (WTC) - apologies were received from Councillor Michael Forrer and Laurie Ann Price.

Councillors: Cllr Keith Baker, Cllr Beth Rowland and Cllr Nada Al-Sanjari

Officers: Deborah Mander - Town Clerk, Kevin Murray - Deputy Town Clerk

Other: Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone and explained the purpose of the meeting was to explore how to adapt the existing Service Level Agreement (SLA) supporting young people in Woodley to be more flexible and responsive to some of the challenges posed by the pandemic.

He informed the meeting that he had spoken with Sam Milligan from Just Around the Corner (JAC), who currently provide the SLA, and with other contacts of his who work in the youth sector.

After initial introductions Chris Moore asked all the attendees to give their views on the impacts of Covid-19 on young people in the areas they are working in:

Cllr Martin Doyle - was very concerned at the £1M taken out of youth provision by Wokingham BC. This has had a tremendous impact on services and young people and was reflected in the facilities available for them. He was keen to see a traditional form of youth facility - a hub staffed by professionals - and was concerned at the lack of facilities available to older young people.

Chris Moore commented that a physical space was pertinent for younger young people - but less attractive to those who were older.

Cllr Doyle said he'd seen no evidence that a central hub was more pertinent to younger rather than older young people and believed that teenagers in particular need protection to not be prayed upon - a controlled hub would achieve this.

Cllr Keith Baker said Cllr Doyle had made a good point in that we're not sure what older teenagers want - it could be a hub. Wokingham BC pulled out of youth centres and Woodley Town Council is the only Town/Parish Council supporting young people through the existing SLA. He said he didn't know of any research that had asked young people what they want.

Cllr Al-Sanjari - had discussed support for young people with her secondary school students – they felt that faith-based youth provision has its purposes but doesn't meet everyone's needs. Older teenagers' needs are more complicated now and the challenges are greater, especially mental health which she felt should be a focus. Communal spaces for young people to use and access are key to making a community. Crime rates / county lines issues - Cllr Al-Sanjari is involved in a network looking at tackling this in ethnic minority groups. She wanted to get away from youth work being a reaction, rather than a response to a problem.

Cllr Kay Gilder – who, along with Cllr Rowland, is one of the longest serving members on the committee said that originally the town had 3 youth clubs, and these were good for some young people. However, there are young people who don't want to go to clubs and this led to the Council funding an outreach youth worker - which became JAC. When youth centres closed, the Churches joined forces and provided facilities for younger people to meet up. Cllr Gilder believed that the work that JAC and the churches had done filled a space and expressed her appreciation for their work with young people.

Chris Moore then invited comments on trends and observations:

Cllr Beth Rowland - who worked in secondary education, expressed concerns for young people - knife crime and drugs in Woodley in particular. There is a huge availability of drugs on the streets and young people know where to get these. General breakdown of family life is also a concern and has been affected by the pandemic. How we find out what is worrying young people is important. Schools do employ family workers to provide pastoral care and ARC is seeing more young people with new mental health issues returning to school.

Cllr Jenny Cheng - believed we couldn't cure all the ills and that the Council's role was to provide something after school - we need to find out what young people want, which seems to be different for younger and older teenagers.

Trina Farrance - outside the closures of the Gym Club she had encouraged their members to come to the club to meet up with other gym club members and to encourage them to have healthy life styles and good mental health.

Steve Outen - felt we shouldn't lose sight of all the voluntary activities and clubs in Woodley. Woodley Town FC have people allocated to support young people. He also felt that there needed to be a committee, but there needed to be someone to take ownership of the problem to steer the group through and give direction to what we are doing. He agreed that a hub would be a good idea if manned by the right people. He believed we should focus now on mental health problems - this could be advertised through the schools.

Chris Moore then asked the meeting to think about more specific ways of supporting young people; for example, an event in the park to encourage healthy choices, seasonal provision eg events after school, drop-in activities, pop-up in the Oakwood Centre foyer. He referred to the need to be a champion for young people - convincing others of the importance of this work and sustaining it going forward.

Cllr Martin Doyle was looking for the Council to provide accommodation and funding, and suggested that unused space at the Leisure centre could be made habitable - with a group of people providing services - a place of protection, with advice and help. He referred to charities who do this sort of thing - Berkshire Youth, for example, who involve young people in making music and cultural activities.

Paul Cassidy was concerned that when young people are asked what they want by the time it is commissioned young people want something else. Secondary schools have counsellors, and ARC are making sure they have the resources to respond to need. At the moment mental health needs are low but this will change when schools reopened. Activities put on should be fun.

Chris Moore asked if it was feasible and possible to deliver a framework for delivery.

Paul Cassidy believed that whatever is provided should be open to all. He thought that a framework could benefit from influence by young people and it wouldn't be too hard to go into secondary schools to identify what kids may want. He referred to the Parkour/Free running scheme which hadn't materialised and whether this is something that could be included going forward.

Cllr Martin Doyle - referred to professional youth workers who would work with the police and other authorities in the community. There was stuff going on that needed to be dealt with - this needed an active relationship with others, including the police - this was an important part of youth work.

Cllr Keith Baker - said he didn't believe the Town Council could solve all the problems - it couldn't employ 2 or 3 youth workers because there weren't the funds to do so. He wondered whether, rather than having an SLA with one organisation, we should look at providing annual grants for different youth work projects - eg mental health, sports etc. Grants could be allocated as dynamics change in terms of need.

Cllr Nada Al-Sanjari - would prefer to support a hub, rather than a SLA - a venue with qualified professionals - but also said she wouldn't, at this point, rule anything out.

Graham Sumbler - if the plan was to make allocations for one year only there would be an issue in terms of young people's reactions - young people don't really know what they want. It would be important for the CYP to find out what groups do and what needs they can see in the community - in order to join with and target young people and services. He explained that as a youth worker in a church he has the time and skills to go into other settings, eg schools - the kids know they are there to help and listen, and to get to know you.

Chris Moore raised the issue of the cost of a permanent hub and that these had largely been closed because of cost.

Cllr Martin Doyle - would not dismiss Cllr Baker's idea out of hand. He was sensitive about how councils like Woodley TC have been put in a position to fund things the government usually funded. Our council is trying to produce something robust and real. He didn't agree with grant funding for different groups and was concerned that £27K annually would not be enough, although it was before. He suggested that the tender be put to appropriate parties to see what they want to offer to provide to the Council.

Chris Moore suggested that some of these suggestions are mutually exclusive and that something tangible is easier to raise funds for.

Cllr Keith Baker - clarified that his suggestion regarding grants could work as there is already the structure there, and reasonable sums could allow organisations to expand and provide facilities.

Cllr Jenny Cheng - said she agreed with many of the comments made so far, however, one size didn't fit all and the CYP needed to find out what young people want.

Paul Cassidy - commented that he wouldn't be pleased if this reduced the existing grant funding to ARC.

There was an exchange of views about the lack of success on some matters relating to the work of the CYP.

Trina Farrance - said she liked the grants idea but she believed that Woodley should have a place for young people to go - not necessarily a youth club - could be a not for profit cafe.

Cllr Nada Al-Sanjari said she would like to see not for profit music workshops, a mobile studio, and that the money would go to a hub arrangement.

At this point it was acknowledged that there was not a clear strategy going forward on developing the terms of the SLA. Cllr Keith Baker suggested that a 5 year strategy should be considered.

It was noted that the current SLA ended on 31 March 2021 - and it was confirmed that JAC would still be conducting outreach work and would liaise with the Town Council on any matters of concern.

It was agreed that the Town Clerk, with the facilitator's help, frame a process so that all can engage and be involved in the strategy for the terms of the SLA 2021.

APPENDIX C: Notes of Youth Strategy Briefing to discuss to discuss the draft Youth Strategy - held on 13 September 2021 at 6pm, via Zoom.

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Steve Outen (Woodford United FC), Sam Milligan (JAC), Trina Farrance (Bulmershe Gym Club), Laurie-Ann Price and Councillors Kay Gilder, Jenny Cheng, Michael Forrer

Councillors: Cllr Keith Baker, Cllr Martin Doyle, Cllr David Bragg

Officers: Kevin Murray - Deputy Town Clerk, Matthew Filmore – Committee Officer

Other: Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone and explained that the purpose of the meeting was to check the direction of travel of the initial draft strategy document. He informed those present that this was an informal meeting, that nothing was set in stone at this point, and that the aim was to make the best use of a limited but worthy budget in supporting young people in Woodley. Chris highlighted the timeline for development and adoption of the strategy and that the pace would need to be picked up in order to achieve this. Chris asked those present to provide any comments, suggestions or questions on the document to him directly.

Chris Moore gave an example of the changes in other areas such as arts & culture, where there was requirement a flexible and dynamic approach, and that this was increasingly true of youth support provision. He referred to the draft document and explained the ‘matrix’ approach which was designed to reflect all the issues, with nothing specifically ‘in or out’ at this stage, and the importance of recording all of the issues previously discussed, regardless of what the resulting focus of the strategy might be. He spoke about the need to start to focus on what can realistically be achieved with the available resources, while also considering a wider vision for the future should circumstances, funding etc. change. Chris invited comments on the draft document.

Sam Milligan commented that he could not see a provision for detached youth work in the document. Chris Moore confirmed he would make this clearer. CLLR Baker commented that it would be great to have an ambition/vision, but there is a need to be practical and for the strategy to be achievable – and effectively feed into the resulting service level agreement to go out to tender. Cllr Baker asked Chris Moore to find other Town Councils who had done this, and that the document must recognise the things that we can do which do not duplicate anything being done by the Borough Council. Cllr Baker commented that any future grant funding would be likely to go to the Borough Council and so the Town Council needed to be realistic about what it can achieve.

Cllr Doyle commented that we should not limit our ambitions to what can immediately afford, and that our vision for the future should reach across the things that the Borough Council should provide but doesn't. Cllr Gilder commented that WTC has worked for many years at the forefront of youth provision for Woodley and has built strong relationships with partners such as ARC, JAC, churches and other voluntary sector groups. Cllr Gilder commented that youth workers were very expensive and that we have limited resources.

Cllr Bragg commented that we should look at the activity led issues – with a view to linking young people up with existing clubs e.g. photography. We could encourage 'youth wings' within existing organisations that could lead to on-going interest and potentially employment.

Steve Outen commented that the many of the members on the group were of the older generation and that we should bring in some older youths/sixth formers to hear what they want or what opportunities they did not have.

Cllr Cheng commented that any consultation with young people must be very clear. Cllr Doyle commented that a survey carried out by Berkshire Youth contained very useful information and they had already done this work for us.

Cllr Gilder commented that over the years the Council had engaged with young people e.g. skate park. Cllr Gilder commented that we must be careful not to raise expectation and risk young people becoming disillusioned e.g. skate park took 20 years to deliver.

Cllr Baker commented that the Berkshire Youth survey might cover geographical areas e.g. Reading, which will have different issues to Woodley. Cllr Baker commented that we mustn't think we know what they want. Cllr Baker referred to the successful mental health awareness event that took place in the Oakwood Centre and suggested an event, with children invited from schools could be a success. Cllr Baker also mentioned that there was a Youth Parliament and that there may be a representative that could make a contribution.

Sam Milligan commented that of the 4 approaches in the document, the issue led approach was the most flexible. Sam commented that when asking a group of young people to come to an event, many will exclude themselves from attending. An issue led approach would enable you to engage more difficult to reach people. If the Borough Council was like an Oil Tanker then, the Town Council response could be more like a speedboat – addressing a problem quickly. Sam commented that whoever you survey, you will exclude more people than you include.

Cllr Doyle commented that Wooley had lots of young people with well off parents and their children were well catered for in terms of activities and clubs and that we are targeting a group of young people with nowhere to go and nothing to do. Cllr commented that we were targeting this at the wrong people, they need somewhere safe and warm and that we have a responsibility to protect vulnerable young people who may also be susceptible to abuse by others. Cllr Doyle commented that the approach being taken was kicking the can up the road rather than addressing the issue.

Chris Moore commented that there is a marginalised group that we are not reaching and that the extent to which WTC can address this needs to be realistic in terms of resources.

Sam Milligan commented that if there were a small group of vulnerable young people e.g. 20-30, around 15 of those might attend a set activity for a number of weeks but would leave if they can't do the things they want to do. They are looking for somewhere dry and light but with no adults around. Sam commented that outreach work is the most cost effective way to reach these people and build up trust.

Cllr Gilder commented that with the two youth clubs that were previously running, only certain types of kids would attend. The others don't want to be organised by adults and that outreach work was the only way to reach them.

Cllr Baker commented that this is what JAC had been doing for many years – reaching the unreachable, as they were flexible enough to change their approach e.g. van with computer games etc, to continue to engage. Cllr Baker recognised that Cllr Doyle was very passionate about the provision of youth clubs. Cllr Baker commented that when WBC closed its youth clubs, the Town Council continued to fund Bulmershe club, but it ultimately closed as kids wanted other things.

Cllr Doyle commented that he believed society should provide youth clubs and that we are left doing what we can with what we have. Cllr Doyle commented that the work will need to go out to tender.

Sam Milligan commented on a positive note, that JAC had found the hard to reach group had become smaller over the years. Sam commented that for the last 6 months of the Bulmershe youth club, the building was closed as no one came, and the staff team went out onto the streets to engage with young people.

Steve Outen commented that yes, we do need to target a particular group, but that we also needed to bear in mind the mental health issues affecting young people and the impacts of Covid.

Chris Moore thanked everyone for contributing to the discussion and asked stated that he would welcome any and all comments and suggestions by email following the meeting. A date for the next meeting is to be confirmed and will be to consider a revised strategy document with recommendations.

Meeting closed at 7pm

APPENDIX D: CYP BRIEFING



The Oakwood Centre, Headley Road, Woodley, Berkshire, RG5 4JZ
Tel: 0118 969 0356 www.woodley.gov.uk

To: **Members of the Community Youth Partnership**
Councillors: J Cheng, M Forrer, K Gilder, B Rowland

Voluntary Sector: P Cassidy, T Farrance, S Milligan, S Outen, L Price, G Sumbler

NOTICE IS HEREBY GIVEN that a virtual briefing of the Community Youth Partnership will be held on Monday 13 September 2021 at 6pm at which your attendance is requested.

Please note that this is an informal briefing, held via Zoom - not a formal meeting of the Community Youth Partnership.

A handwritten signature in black ink, appearing to read "Kevin Murray".

Kevin Murray
Deputy Town Clerk

Briefing Date – 13 September 2021

1. DRAFT YOUTH STRATEGY

To consider the draft Youth Strategy document provided by Chris Moore of ACL Consultancy Solutions (**Appendix A**) and recommend revisions to the draft as required.

2. PROCESS FOR ADOPTION OF STRATEGY

To note the following process and target timetable for review and adoption of the Youth Strategy;

i)	Community Youth Partnership Briefing – 13 Sept 2021
	Consideration of the initial draft strategy document. Comments and revision suggestions to Chris Moore.
ii)	Community Youth Partnership Briefing - TBC
	Consideration of the revised draft strategy document. Make recommendation to the Leisure Services Committee.
iii)	Leisure Services Committee - 16 Nov 2021
	Consideration of the revised strategy document. Make recommendation to the Strategy and Resources Committee.
iv)	Strategy and Resources Committee – 23 Nov 2021
	Consideration of the revised strategy document and recommendation from the Leisure Services Committee. Make recommendation to Full Council.
v)	Full Council – 7 Dec 2021
	Consideration and adoption of the final strategy document.

3. DATE FOR NEXT MEETING

To agree a date for the next meeting, allowing time for revisions to the draft document.

APPENDIX E: FINANCE, FUNDING AND BUSINESS HELP

Business offers of support

- Crown Commercial Services has [a catalogue](#) of offers of support from businesses which public and VCSE sector organisations can access.

See also:

- [Business in the Community Business Response to COVID-19](#) - BITC is brokering offers of all types from businesses with organisations making requests.
- [Volunteering Matters](#) - VM is mobilising professional skills to address skills gaps emerging in the VCSE sector.
- [Helpforce Assist](#) - Helpforce is connecting the needs of NHS and social care organisations with voluntary offers of time and resources from businesses.
- Published 21 April 2020
Last updated 7 August 2020 [+ show all updates](#)

Guidance about funding and fundraising:

- Funding and fundraising advice from the VCSE sector during COVID-19:
- [UK Community Foundations](#) - Postcode search to find local Community Foundation, to view funding opportunities during COVID-19.
- [The National Lottery Community Fund](#) - List of National Lottery funding opportunities and the changes to their programmes due to COVID-19.
- [Charity Finance Group Guidance](#) - CFG provides financial management advice & support to the VCSE sector. This page sets out its COVID-19 guidance to charities.
- [Covid-19 Funders](#) - Page produced by London Funders, the membership body for funders and investors in London's civil society. Page brings together advice for funders during Covid-19.
- [Fundraising Regulator Events Guidance](#) - this page sets out the Fundraising Regulator's advice on fundraising during COVID-19.
- [Charities Aid Foundation](#) - Hub for the latest funding and resources to help charities and other social sector organisations throughout the COVID-19 pandemic.

APPENDIX F: Guidance on digital/technical support

Specific technical guidance:

- [The Catalyst](#) - The Catalyst is a charity network that provides guidance on topics ranging from funding and choosing platforms/software to data analytics and transitioning to digital service delivery models.
- [ICO](#) - The Information Commissioner's Office has created a Coronavirus Hub, which offers guidance to businesses navigating data protection legislation during this time.
- [NCSC](#) - The National Cyber Security Centre provides a range of guidance to help VCSE organisations keep their processes cyber secure while transitioning to online service delivery.
- [ProMo-Cymru](#) - ProMo-Cymru is a co-operative development association offering a collection of digital tools & guidance for VCSE and youth sector organisations in Wales.
- [Toolbox Toolbox](#) - Toolbox Toolbox is a collection of online resources that provides a curated list of guidance on digital transformation for small organisations.

Advice from IT experts:

- [CAST](#) - The Centre for Accelerating Social Technology is currently offering a free interactive Online Design Hop workshop, which gives VCSE organisations step-by-step guidance on how to redesign their service for digital access.
- [CovidConnectNI](#) - CovidConnectNI is a brokerage platform to help Northern Ireland's VCSE organisations find free or discounted offers of digital support.
- [Cranfield Trust](#) - Cranfield Trust is currently running webinars on tech support issues such as data security and digital skills, as well as providing a collection of general digital guidance.
- [DataKind UK](#) - DataKind UK offers a 1-hour free monthly call with data experts to any non-profit organisation based in the UK. Through Data Orchard they also offer a free data maturity assessment tool.
- [Digital Boost](#) - Digital Boost is a new service helping small businesses and charities boost their digital skills. Sign up for early access to free expert advice through virtual 1-to-1 sessions and hands-on workshops. Brought to you by F4S and BCGDV.
- [Reason Digital](#) - Reason Digital offers consultation sessions with a digital expert to help VCSE organisations transition to remote working practices.

Digital volunteers:

- [CITA](#) - The Charity IT Association introduces charities looking to improve their technology capabilities to volunteers with appropriate IT skills and experience.
- [Reach](#) - Reach is a skill-based volunteering platform that connects charities with volunteers possessing particular capabilities or backgrounds.

Access to hardware/devices:

- [Computer Aid](#) - Computer Aid provides data-wiped and refurbished computers to VCSE organisations in need at steeply discounted rates.
- [Computer Recyclers UK](#) - Computer Recyclers UK offers charities discounted refurbished IT hardware preloaded with Windows 10.

Software:

- [Charity Digital](#) - Charity Digital offers VCSE organisations steeply discounted rates on a wide range of software.

APPENDIX G: Joint Negotiating Committee (JNC) for Youth and Community Workers

5 October 2020

To: Local Authorities in England and Wales
Local Government Association Subscribers

Dear Colleague

JOINT EDUCATION SERVICES CIRCULAR (JESC) NO 219 - YOUTH AND COMMUNITY PAY AGREEMENT 2020

We are pleased to confirm that the JNC for Youth and Community Workers has reached an agreement on a pay award for 2020 which is as follows:

- The deletion of pay points three and four;
- An increase of 2.75% on all other spinal column points on the Youth and Community Support Worker Range and the Professional Range from 1 September 2020;
- An increase of 2.75% on the London Area Allowances and Sleeping-In-Duty Allowance from 1 September 2020.

A revised salary scale is attached for your information.

Yours sincerely

[etc]

Joint Negotiating Committee for Youth and Community Workers: 2020

Youth and Community Support Worker Range

Professional Range

Pay Points

Pay Points

- 1. 25,313
- 2. 26,437
- 3. 27,202
- 4. 28,001
- 5. 19,308
- 6. 19,631
- 7. 19,922
- 8. 20,589
- 9. 21,439
- 10. 22,104
- 11. 23,178
- 12. 24,228
- 13. 25,313
- 14. 26,437
- 15. 27,202
- 16. 28,001
- 17. 28,787

- 17. 28,787
- 18. 29,579
- 19. 30,364
- 20. 31,152
- 21. 32,036
- 22. 33,039
- 23. 34,015
- 24. 34,997
- 25. 35,985
- 26. 36,973
- 27. 37,961
- 28. 38,961

LONDON AREA ALLOWANCES

- Inner 3,253
- Outer 2,137
- Fringe 833

SLEEPING IN DUTY ALLOWANCE

- Sleeping in allowance 37.00
- Disturbance element 21.00

13. Select Bibliography

Berkshire Youth Survey (Berkshire Youth, 2021)

Youth Review 2021 (DCMS)

NYA Readiness Guidance 2021 (National Youth Agency)

Managing Youth Sector Activities and Spaces During COVID-19 (National Youth Agency, Dec 2020 V4)

Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being (Issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act '06, 2012)

(The Youth Endowment Fund) <https://youthendowmentfund.org.uk/adapting-and-learning-using-a-core-components-approach/>

(The Youth Endowment Fund) <https://www.cypnow.co.uk/youth-work>

IRISS <https://www.iriss.org.uk/resources/irisson/place-based-working> (First Published 2015)

Youth and Covid-19: Response, Recovery and Resilience (OECD, 2020)

The Cost of Providing Street-Based Youth Work in Deprived Communities (Joseph Rowntree Foundation, 2004)

Costing Street-Based Youth Work (Tom Wylie for the Joseph Rowntree Foundation, 2004)

14. Acknowledgements

We should like to thank Woodley Town Council's Community Youth Partnership for their tireless efforts in maintaining a level of targeted provision for Woodley's young people.

In addition, the work of the Town Clerk and her Deputy have been critical to supporting this project through changing and challenging times for all. We thank them.

Chris Moore
October 2021

Appendix B
(Strategy for Youth Services - 2022-27)

YOUTH STRATEGY KEY PRIORITIES											Priorities Met	Approach Avg.
A	B	C	D	E	F	G	H	I				
Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Gives young people stronger voices at local community and local government levels	Provides safe and appropriate opportunities to meet and have fun with friends	Widens the diversity of activities and opportunities for young people	Can work within the available WTC budget	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Enables arrangements for the first five years of Youth Support delivery	Can respond flexibly to changes in the interests and preferences of young people	Can be cost-effectively managed by WTC, CYP and other partners as appropriate				
Approach 1 Activity Led	a) Pop-ups and events	Yes	Possibly	Yes	Yes	Yes	Yes	N/A	Yes	Yes	7	6.25
	b) Workshops (practical, cultural)	Yes	No	Yes	Yes	Yes	Possibly	N/A	Possibly	Yes	5	
	c) Sports	Yes	No	Yes	Yes	Yes	Yes	N/A	Yes	Yes	7	
	d) Health and wellbeing (including mind and body) activities	Yes	No	Yes	Yes	Yes	Possibly	N/A	Yes	Yes	6	
Approach 2	Street Based	Yes	Yes	Yes	Yes	Yes	Possibly	Yes	Yes	Yes	8	8
Approach 3 Place-Based	a) Youth Hub (s)	Yes	Possibly	Yes	Possibly	No	Possibly	Yes	Yes	No	4	2.83
	b) Youth Centre(s)	Yes	Possibly	Yes	Possibly	No	Possibly	Yes	Yes	No	4	
	c) Youth café	Yes	No	Yes	Possibly	No	Possibly	Yes	No	No	3	
	d) Sports, leisure or other health and wellbeing centres	Yes	Possibly	Yes	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	2	
	e) Partner premises (eg schools)	Possibly	No	Yes	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	1	
	f) Specialist facilities (peripatetic or fixed)	Yes	Possibly	Possibly	Yes	Possibly	Possibly	Possibly	Yes	Possibly	3	
Approach 4 Focus Led	a) (Focus on) Mental health	Yes	No	Possibly	Possibly	Yes	Yes	N/A	Possibly	Yes	4	3.17
	b) (Focus on) Physical wellbeing	Yes	No	Possibly	Possibly	Yes	Yes	N/A	Possibly	Yes	4	
	c) (Focus on) personal wellbeing	Yes	No	Possibly	Possibly	Yes	Possibly	N/A	Possibly	Yes	3	
	d) (Focus on) Equality of access	Yes	Possibly	Yes	Yes	Yes	Yes	N/A	Possibly	Yes	6	
	e) (Focus on) Family breakdown	Yes	No	No	Possibly	Possibly	Possibly	N/A	Possibly	Possibly	1	
	f) (Focus on) Criminal behaviour, including drug distribution and use	Yes	No	No	No	No	Possibly	N/A	Possibly	Possibly	1	

NOTE: Not all of the activities identified in the approaches may be operating at the same time throughout the period of the SLA. Some activities may be provided outside the SLA by other providers where appropriate.

ALLOTMENT TENANCY AGREEMENT REVIEW

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To ask Members to approve the amended Allotment Tenancy Agreement for 2022 onwards.

Background

Each allotment tenant is provided with a new tenancy agreement at the beginning of each calendar year. The agreement details the terms under which the allotment plot is let and the Council's expectation in terms of cultivation and activities on the site.

The agreement has had minor updates and amendments over time to address changing issues at the site. Over the last 12 months several instances occurred that highlighted clauses in the agreement which needed to be amended or clarified, were no longer relevant or were contrary to other clauses in the agreement document. A request was also received from the Allotment Tenants Committee and from some allotment tenants that the Council review the document to make it clearer for tenants and the clauses easier to implement when necessary.

Consultation

Officers consulted with the Allotment Tenants Committee who suggested several changes and amendments to the agreement. Most of these were appropriate and have been included in the reviewed draft tenancy agreement. (**APPENDIX A**)

Review

The agreement has been reviewed clause by clause with specific areas clarified, particularly relating to required standards of cultivation, end of tenancy arrangements and impacts on neighbouring properties.

Impacts

Resources
There are no identified resource impacts.
Equality
There are no identified equality impacts.
Environmental
The amended agreement allows for positive environmental activities including bug hotels/habitat. Bee keeping on site has been very successful and is managed under a separate agreement with tenants. The agreement also addresses issues that may have a negative environmental impact e.g. domestic waste items being brought onto the site.

Recommendations

- ◆ **That Members note the contents of the report.**
- ◆ **That Members consider the amended Allotment Tenancy Agreement for 2022 onwards**

Woodley Town Council
TENANCY AGREEMENT FOR ALLOTMENT PLOT HOLDERS
(For domestic and charitable cultivation only)

THIS AGREEMENT made on this FIRST DAY OF JANUARY TWO THOUSAND AND TWENTY TWO BETWEEN Woodley Town Council (hereinafter called the Council) and XXXX (hereinafter called the Tenant) by which it is agreed that:

1. The Council agreed to let and the Tenant agrees to hire, as a tenant from 1st January 2022, the Allotment, the area being XX POLE RESIDENT/NON-RESIDENT at £X.XX per pole and part of the Allotments provided by the Council at Reading Road and at the current rent of £XX.XX and numbered XXXX in the Council Allotment Register.
2. The rent shall become due on 1st January and paid within 28 days thereafter, to cover the calendar year to 31 December. Plots taken after 1st January will be charged on a pro-rata basis to 31 December.
3. This agreement replaces all previous allotments agreements, if any exist, between the Council and the Tenant.
4. The tenancy is subject to the conditions and provision of the Allotment Acts 1908-1950 and any other enactments regulations or orders relating to allotments and in particular to the following conditions:
 - a) The Tenant shall insofar as is consistent with their tenancy of the allotment plot observe and perform all conditions and covenants contained in the Lease or Agreement (if any) under which the Council holds the land.
 - b) The rent shall be paid in advance on the first day of January in each year and it is the Tenants responsibility to inform the Council that they are in receipt of the state pension and provide such evidence as is necessary.
 - c) At the start of first year of the tenancy the Tenant shall be charged
 - (i) a one off fee of £5.00 towards the running and maintenance costs of toilet provision.
 - (ii) a one off fee of £5.00 towards the security of the allotment site.
 - (iii) a key deposit fee of £15 – refundable upon termination of the tenancy and return of the key. Replacement or additional keys are available from the Council on application and payment of a key deposit.
 - d) The Tenant shall use the plot as an allotment garden as defined by the Allotment Act 1922, wholly or mainly for the cultivation and production of vegetables, fruit and flower crops for consumption or enjoyment by the Tenant and their family, or charitable donation and no other purpose.
 - e)
 - (i) The Tenant shall have at least 25% of the allotment garden under cultivation within three months of the start of first year of the tenancy, 50% of the allotment garden under cultivation of crops within 6 months of the start of the first year of the tenancy, and 70% of the allotment garden under cultivation of crops after 12 months of the start of the first year of the tenancy and thereafter. Plot inspections will be carried out on a regular basis to measure adherence to these requirements.
 - (ii) The percentage of the allotment garden required to be cultivated within the first three months may be changed at the discretion of the Council, dependent on the condition of the plot at the time of starting the tenancy. Any change agreed will be in consultation with Allotment Tenants Committee and confirmed in writing by the Council.
 - (iii) The Tenant shall keep the allotment, including surrounding paths on or immediately adjoined to their plot, well maintained, free from weeds, noxious plants and any hazards, such as broken glass and scrap.

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- f) The Tenant shall not bring to or use on the site (i) any carpet (ii) any asbestos containing materials (iii) any waste items or materials, including green waste from offsite. However, items specifically for the betterment of the plot may be permitted e.g. woodchip, manure – by agreement with the Council.
- g) Every allotment plot shall bear a number and every tenant shall be responsible for providing and displaying this number, no larger than 10" x 6" , in a prominent position on the plot.
- h) The Tenant shall not plant trees other than dwarf fruiting trees and or fruiting bushes without the prior written consent of the Council.
- i)
- (i) The tenant shall abide by the speed limit in force on the site.
 - (ii) The tenant shall not cause any nuisance, annoyance or use abusive behaviour whether physical, verbal or written, to the occupier of any other allotment plot or occupiers of adjacent properties.
 - (iii) Where a plot abuts a neighbouring property care should be taken to void causing nuisance to the occupier of the property. Any erection/structure should be no greater than 0.75 metres in height and be at least 1 metre away from the property boundary. The siting of any structure above two metres in height must be by prior approval of the Council.
 - (iv) Where the Tenant maintains a compost heap on a plot abutting a neighbouring property, this should be contained and at least 1 metre away from the property boundary.
- j) The Tenant shall not erect any building or fence without the written consent of the Council.
- k) The Tenant shall not without the written consent of the Council cut or prune any timber on any trees except the proper pruning of fruit trees or bushes in the proper course of husbandry or take or sell or carry away any mineral gravel, sand or clay or permit any other person to do so.
- l) The Tenant shall not store any vehicles or vehicle parts on the allotment site.
- m) The Tenant shall not keep any livestock on the allotment hereby let.
- n) The Tenant shall not remove from their allotment plot to another part of the site any material whatsoever but shall dispose of it responsibly.
- o) The Tenant shall not remove any item(s) from another plot, unless permission by the Council has been given.
- p) The Tenant shall not deposit refuse or obstruct any paths set out by the Council for the use of the occupiers of the allotments.
- q) The tenant shall only light bonfires after 4pm from 1 October to 30 April. Bonfires are not permitted outside these times or at any other time of the year unless permission is given.
- r) The Tenant shall not remove any water tank fitting in order to by-pass the valve and the use of a hosepipe from the water tank is not permitted.
- s) The Tenant shall not sub-let, assign or part with possession of the allotment or any part of it.
- t) (i) The Tenant must notify the Council within one month of any change of address (ii) If the Tenant wishes to give up their tenancy at any time they shall forthwith inform the Town Clerk and return the key to the Council Offices (any rent paid in advance will not be refundable).

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- u) The Tenant shall observe and perform any other special conditions which the Council considers necessary to preserve the allotment from deterioration and to which notice to the applicants is given in accordance with any rules made by the Council with respect to allotments.
- v) Any dispute between tenants shall be referred to and settled by the Town Clerk but in the event of a Tenant being dissatisfied with the Clerk's determination of a dispute the Tenant shall be entitled to appeal to the Council whose decision on the matter shall be final and conclusive.
- w) Any member or officer of the Council shall be entitled at any time when authorised by the Council to enter and inspect the allotment site.
- x) The Tenant shall not later than the termination of their tenancy remove or cause to be removed at the request or the direction of the Town Clerk or other responsible official of the Council, all rubbish, plastic, carpet, other waste, buildings and foundations thereof from the allotment;
If the Town Clerk so requests in writing and if the outgoing tenant refuses or fails to remove same they may be removed by the Council with the cost being charged to the outgoing tenant.
- y) The Tenancy may cease in any of the following manners:
 - (1) by the Council at any time after giving three months previous notice in writing to the Tenant on account of the allotment garden being required for:
 - (i) Any purpose (not being the use of the same for agriculture) for which it has been appropriated under a statutory provision;
 - (ii) For building, mining or any other industrial purpose;
 - (iii) For any roads or sewers necessary in connection with any of those purposes
 - (2) by the Council at any time after giving one months previous notice in writing to the Tenant;
 - (i) if the rent or any part thereof is in arrears for not less than 28 days – whether legally demanded or not.
 - (ii) if there has been a breach of the Council's Terms and Conditions set out in this tenancy agreement on the part of the Tenant.
 - (iii) If the Tenant is resident more than one mile out of the Parish of Woodley unless the Tenant is one of the agreed number of persons allowed by the Lease with Reading Borough Council.

5. (i) Any notice to be served on the Tenant shall be validly served if sent by ordinary letter post to the Tenant addressed to his or her address as entered in the Allotment Register or by affixing the same in some conspicuous manner on the allotment plot to which this Agreement refers (ii) Any notice to determine the tenancy shall be validly served if sent to the Tenant addressed to his or her address as entered in the Allotment Register, by Royal Mail Signed For post.

Signed: (On behalf of Woodley Town Council) Date

Signed: (Tenant) Date:

Date of birth: Email:
.....
(Required to ascertain age-related discount)

Your privacy is important to us and we will only keep your information for the purposes for which it was submitted. You can find out more about how we use your data from the Privacy Notice available on our website www.woodley.gov.uk

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