



Strategy for Youth Services

2022 – 2027

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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

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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
	meet and have fun with friends						
D	Widens the diversity of activities and opportunities for young people	Possibly.	Possibly.	Possibly.	Yes.	Possibly.	No.
E	Works within the available WTC budget	Yes.	Yes.	Yes.	Yes.	Possibly.	No.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Yes.	Yes.	Possibly.	Yes.	Possibly.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	N/A	N/A	N/A	N/A	N/A	N/A
H	Can respond flexibly to changes in the interests and preferences of young people	Possibly.	Possibly.	Possibly.	Possibly.	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

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.