

Item No. 14.	Classification: Open	Date: 8 December 2020	Meeting Name: Cabinet
Report title:		Strategic Review of Youth Services 2020	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People & Schools	

FOREWORD - COUNCILLOR JASMINE ALI, DEPUTY LEADER AND CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE & SCHOOLS

Southwark is a youthful borough with a large diverse population of children and young people who make up over 20% of the total population. We have nearly 50,000 children and young people between the ages of 5-19. But we also have the most deprived population of children and young people in London and we rank in the second highest quintile in England for deprivation so the timing of this review couldn't be more important.

We have high numbers of young people thinking about their life paths in the context of a pandemic fuelled recession. We need to make sure the services are fit for young people's purposes.

This detailed and frank review is a good start. It gives a comprehensive map of services right across the borough and sets out models of good governance. Going forward, each youth service funding stream for young people's services, including youth, play and positive futures, is to be consolidated to deliver the best outcomes for our young people.

There are many other strengths to the attached report, not least the outstanding engagement of young people with a wide range of methods. In-fact the council has already won an award for its ethnographic component of youth engagement. It is right that young people must be at the centre of any design and development of services meant for them. It is true to say that the voices of young people have shaped this review and will help take its recommendations forward.

Our Vision

The council is committed to ensuring that the young people of Southwark have positive lives now and in the future. We want them to live happy, secure, enriched and successful lives and to successfully transition into adulthood. To achieve this ambition, we will provide the best quality modern services designed to meet their needs.

Our services will address inequalities, be inclusive and embrace diversity. We will ensure that young people are at the heart of decision-making and are empowered to design the services and activities that they want and need.

Young people will be able to influence the decisions that affect their lives in a range of different ways: they will tell us how our money should be spent, which services should be commissioned, how information on these services should be shared and how we can best design venues and spaces to ensure they are young people friendly. Young people will also regularly tell us about the issues that matter the most to them, through a variety of mechanisms. This council will do everything we can to make sure that no young person is left behind.

The Strategic Review opens doors for new forms of youth led organisation like a new Youth Parliament that will be inclusive as possible for all young people, including those that have found our services hard to reach in the past.

I will chair a new working group including young people to oversee the development and launch of a brand-new service: a Sure Start Service for Teenagers. Potential new developments will include new spaces and places for young people, like the brand-new accessible digital hub as well as a new state of the art building to locate some new and some existing youth services.

I hope that cabinet will endorse this review so that we can get on with taking this work forward and improving outcomes for young people in Southwark.

RECOMMENDATIONS

That Cabinet agrees:

1. The new vision and set of objectives for the youth service as detailed in paragraphs 61 - 62. These aim to ensure that the voices of young people are at the heart of future decision-making, that young people are able to access the wealth of activities taking place across the borough, and that they can take part in new and exciting opportunities with a range of organisations created through our partnership work.
2. That the Deputy Leader & Cabinet Member for Children, Young People and Schools will launch a new Officer and Member joint working group. The group will bring together officers from Leisure and Children's Services to oversee the establishment of a Sure Start for Teenagers.
3. That officers should work with young people through a co-production approach to identify the need and opportunity for a new state of the art facility from which to deliver services and will bring proposals back to Cabinet in 2021. A youth led review of facilities and public spaces on Brandon Estate is taking place in January 2021; the findings from this will support the implementation of this recommendation.

4. The bringing together of the Youth and Play grants scheme with the Positive Future Fund, re-named 'Positive Future for Young People Fund', providing a fund of £600,000 in 2021-22 for activities for young people. 10% of this fund will be overseen directly by young people.
5. That a Youth parliament is established as the youth leadership forum to steer the future direction of the council's youth offer consisting of a diverse and representative group of young people.
6. That officers create a commissioning working group with young people including representatives from the current Youth Council, Young Advisers, Youth Offending Service, Young Carers, youth club attendees and others to develop the specification for the new commissioning of activities programme. Officers will return to Cabinet in March 2021 with the detailed commissioning plan.
7. To the development of a digital information hub to provide comprehensive, up to date and accessible information about activities and services for young people and their families.
8. The launch of the new "Positive Futures for young people" service in the spring 2021.

That Cabinet notes:

9. The details of the review, which included extensive and in depth engagement with colleagues from across the council, young people, parents/carers, and youth providers and has directly influenced and shaped the recommendations and action plan.
10. The recommendations and detailed action plan arising from the youth review 2020 as detailed in paragraph 63, which will enable young people to experience vibrant and dynamic activities that will motivate and support them to have happy, healthy and positive futures.

SOUTHWARK'S CURRENT PROVISION FOR YOUNG PEOPLE

11. The council directly runs five youth club which prior to the COVID pandemic, delivered a total of 13 evening sessions each week. In addition separate sessions for young people with special educational needs took place twice per week. The council also runs five Adventure Playgrounds which run activities for the age group 8 -14.
12. The council commissions 19 voluntary organisations to deliver youth and play activities across the borough. This provision runs from generic universal youth work to more targeted work with specific groups. This is what constitutes the current 'youth service'.
13. The council and partners fund and deliver various other services to young people in the borough and these are universal and targeted – ranging

from the youth offending service, young advisors, the local offer, libraries, arts and sports.

14. The council's Positive Futures Fund 2019 – 2022 which invests £500,000 to support community groups that provide inspiring opportunities for young people across the borough that divert them away from crime.
15. Across the borough young people also have access to a wide range of sport and leisure activities provided by voluntary and community groups from sports and fitness groups, arts and crafts classes, and after school clubs.

HOW WILL THE FUTURE YOUTH OFFER BE DIFFERENT?

16. Our future youth service will provide young people with a wide range of new opportunities and experiences, and will empower them to design the youth service that they want. The new youth offer will enable young people to do the following:
 - access a wide range of activities and services through council run provision and the new 'Positive Future for Young People Fund.'
 - access up to date and comprehensive information about provision across the borough through a new live portal which will be easily accessible from one location; this will be co-designed by young people to ensure it is fit for purpose. As part of this young people will be able to find a list of venues and facilities that are either low or no cost.
 - be involved in council decision making (including the service officer, service development, the commissioning budget and any other appropriate youth issues), working alongside council officers and elected members through the Youth Parliament.
 - join a working group to develop the specification for the new commissioning of activities programme.
 - avail of the opportunity to generate, and apply for, funding through the 'Young People's Fund' which will enable them to access certain activities where affordability / accessibility are an issue.
 - lead a review on how to create venues which meet their needs and are places they want to go and socialise. As part of this, young people will create a toolkit on how to make spaces young people friendly.
 - access services in young people friendly spaces that include but are not restricted to youth centres. These will be IT enabled and have up to date digital facilities.
 - access a bank of mentors / coaches to help them fulfill their life aspirations.
 - Organisations will be supported to deliver activities to young people in areas of the community that may not typically access these (e.g. arts, leisure, sport).
 - New provision and services will take account of the issues young

people have and their interests such as climate change, inequalities, health and wellbeing and career development.

BACKGROUND INFORMATION

Young people in Southwark

17. Southwark has a large and diverse population of school age children and young people. They make up 22.6% of the total population with approximately 48,000 between the ages of 5 - 19. Of this, approximately 27,000 are between the ages of 11-19. More than 60% of school age children and young people in Southwark are from black or other ethnic minority groups. In the UK population overall 20% of young people are from an ethnic minority. It is the most deprived population of children and young people in London and Southwark is ranked in the 2nd highest quintile in England for deprivation, for both primary and secondary school aged children. It is vital that the services we provide to young people are fit for purpose and help give young people the best chance to thrive in life. We know that Southwark's young people have much to contribute to their communities now and in the future.

The Activities for Children and Young People Strategy (ACYPS) 2017 – 2020

18. In December 2016 the Council's cabinet agreed a new Activities for Children and Young People Strategy 2017-2020. This strategy aimed to refocus and target services to deliver the best outcomes for children and young people over the three year period and focused on provision of universal activities available to all children and young people.
19. The ACYPS strategy set out the priorities for the provision of leisure activities for children and young people in Southwark. It had five thematic outcomes.
 - Outcome 1: Happy: Children and young people have fun and feel happy
 - Outcome 2: Healthy: Children and young people live healthy lives
 - Outcome 3: Active: Children and young people participate and are active citizens
 - Outcome 4: Safe: Children and young people feel safe and secure
 - Outcome 5: Prepared: Children and young people have the life skills to succeed.
20. The strategy was delivered through an action plan which was annually reviewed. Services delivered by both the council and funded voluntary sector partners were responsible for its successful delivery. The strategy came to an end in March 2020. It is therefore an opportune time to revisit priorities and develop a new future plan.

The Youth and Play Grants Programme

21. The Youth and Play commissioning plan (approved in April 2017) set out the priorities for the commissioning of youth and play grants for 2017-2019. The plan was developed in accordance with the ACYPS 2017-2020. The ACYPS established a clear framework at that time for outcomes to be considered in commissioning the voluntary and community sector to deliver youth and play activities. The existing grants programme was extended for a year from 1st April 2019 to 31st March 2020 and due to the timing of the Youth Review it was necessary to extend this for a further year. The revised future plan will provide the new commissioning framework for the Youth and Play Grants Programme and ensure that partners are effectively contributing towards meeting the needs of young people in the borough.

Serious Youth Violence Panel

22. In July 2019 the cabinet considered the findings of the Serious Youth Violence Panel and agreed to implement the recommendations made by the panel. The key recommendation for the Youth Service was that Southwark was to work with young people to redesign its youth provision to ensure that it is fit for purpose and helps give young people the best chance to thrive in life. In addition we were to review the Youth and Play Strategy to enable redesign of borough provision. The specific and relevant recommendations were as follows:

- Southwark to work with young people to redesign its youth provision to ensure that it is fit for purpose and helps give young people the best chance to thrive in life
- Southwark should consult with young people on the best way to recognise and reward young people with the borough for excellence building on the success of the Positive Futures Fund
- Promote raising young people's aspirations through signposting to mentoring schemes and through the use of trusted role models to both male and females at risk of youth violence
- Ensure that young people's voices are at the heart of their consultation and design processes
- To work in partnership to raise awareness of mental health & wellbeing with young people specifically the perceived stigma attached to this by young people and how this impacts their vulnerability to violence
- Community led organisations and Tenants and Residents Associations (TRAs) should be supported to make their resources and halls available for young people/services targeted at young people to use

The impact of COVID-19

23. It is widely recognised that the COVID-19 pandemic is having an enormous impact on young people across the globe, in the UK, London and in Southwark. This impact covers educational attainment, social interactions and friendships, physical and mental health and wellbeing, opportunities to participate in leisure activities and the development of key life skills to support future prosperity.
24. Research completed by the organisation UK Youth has predicted the impact on young people will include the following, ranked by order of importance:
 - 1) Increased mental health or wellbeing concerns
 - 2) Increased loneliness and isolation
 - 3) Lack of safe space – including not being able to access their youth club/ service and lack of safe spaces at home
 - 4) Challenging family relationships
 - 5) Lack of trusted relationships or someone to turn to
 - 6) Increased social media or online pressure
 - 7) Higher risk for engaging in gangs, substance misuse, carrying weapons or other harmful practices
 - 8) Higher risk for sexual exploitation or grooming
25. Southwark, and indeed the world, has been significantly affected by the global COVID-19 pandemic. The crisis has had a huge impact on our borough, and the council itself, which has had to fundamentally change the work we do to respond to the pandemic. It is our hope that we are able to deliver the proposed recommendations and actions over future years. However, the uncertainty that we face cannot be ignored and there may be elements of the action plan that need to be adapted in light of the pandemic and any future government guidance.
26. However our vision and commitment to young people remains the same and we will do all we can to deliver the new youth offer to young people during these challenging times.

Southwark Stands Together

27. In response to the inequalities highlighted by the pandemic and its disproportionate impact on BAME communities and people in lower income brackets alongside the heightened awareness of systemic racism brought to attention by the Black Lives Matter Movement the council has made a commitment to tackle inequalities in Southwark. This will take place through its Southwark Stands Together (SST) programme which has been embedded in the new Council Plan agreed by the Council in September 2020. The principles of Southwark Stands Together will be embedded in all our work with young people.

28. As part of the SST programme, three listening events have taken place so far with young people. The first event was organised by Southwark Young Advisors in June 2020 following the murder of George Floyd which had participation from around 70 young people. This event was an opportunity for young people to speak directly to Southwark decision makers in a question and answer panel discussion format to gain better understanding of how these authorities work, what their priorities are and how they intend to respond to the Black Lives Matter movement.
29. The second event was organised by the council's education department and invited specialist young people to a roundtable discussion on education. The third youth focused listening event focused on listening to young people's experiences and ideas for solutions. This event explored the impact of racism, injustice and inequality that young people experience in the areas of employment, health and wellbeing, policing and community and culture. The listening exercise highlighted racial discrimination as the key issues and the need for inclusive community spaces for young people.
30. It is important that the youth service collaborates with those leading on SST workstreams with young people. There will be a number of opportunities for joined up working; as an example, one of the recommendations in the SST cabinet paper is to ensure there is effective engagement with young people in the whole process of designing and creating good public spaces. The council has already engaged with young people on the development of the Youth Hub on the Old Kent Rd. It is proposed to take this further in our action plan in the recommendation to: *'Conduct a youth-focused audit of spaces to understand how to create venues which meet the needs of young people.'* An action under this recommendation is to 'Link with Southwark Stands Together work on the public realm to ensure this work is taken into account'.

YOUTH REVIEW 2020

31. Following on from the recommendations made at the Serious Youth Violence Panel, it was agreed that a review and redesign of the youth service and associated youth and play grants programme was required. It was also an opportune moment to do this as the ACYPS had come to an end.
32. It was agreed that a set of recommendations and action plan would be developed to drive the transformation of services, ensuring that they are fit for purpose and enable the council to deliver its vision and aspirations for young people living in Southwark.
33. Young people aged between 10 and 19, or up to 25 for those with special educational needs or disability were within the scope of the review. This covered the important transition years of Year 6 and 7 and the transition at the end of college and sixth form to life beyond full time education.

34. The following objectives were set for the youth review:
- Mapping of the range of services that are provided currently across the borough and any potential gaps in provision (and quality) or geography with feedback from young people on the extent to which these services meet their needs and aspirations
 - The services and support that young people are looking for and their views on how these should be delivered, and by whom
 - The relationship between play and youth provision and whether the current approach is still fit for purpose
 - Analysis of the current usage of the Council's youth services, its fitness for purpose, and tests for duplication and join-up;
 - The priorities for the provision of services for young people;
 - A value for money assessment to test whether budgets are used to best effect and efficiency
 - The sustainability of activities of value that have been initiated by young people and the community through funding streams such as Positive Futures
 - Whether information about services for young people is readily available in a way that young people can access;
 - Gathering the views of parents and carers to identify their priorities for the provision of services for young people.
35. The ultimate objective of the review was to deliver a new vision and set of objectives for the provision of positive activities to support young people in the borough.
36. The objectives of the review have been addressed in the desktop research and the engagement and consultation work that was undertaken (which is detailed in the sections below). A table has been produced which illustrates how each objective has been met; please see Appendix 1. The proposed recommendations and action plan is based on the findings from the desktop research and the engagement and consultation work.

Desktop research

37. Desktop research was undertaken in a variety of areas: visual mapping of council services for young people; a review of existing council strategies with commitments to young people; and GIS mapping of our youth centres.
38. A visual map was created which illustrates the huge number of services offered to young people by the council and its partners. It also highlights that some of the youth offer is disjointed and there is an opportunity for more collaborative working.
39. A review of the existing council strategies that include commitments to young people was undertaken. This highlighted the large number of

strategies that reference young people and the opportunities for more joined up working. Four key themes were prominent across the strategies. These were (in order of frequency):

- 1) Learning and development
 - 2) Physical activity and maintaining a healthy weight
 - 3) Mental health and wellbeing
 - 4) Keeping young people safe.
40. GIS mapping of our current youth centres was also undertaken. A summary of the key findings are: four youth centres were located in the highest population category; four youth centres were located in the two highest excess weight categories; none of the youth centres were located in the highest income deprivation category and the highest child wellbeing scores were found in area near Kingswood House.

Engagement and consultation

41. The consultancy Shared Intelligence was commissioned to design and deliver a comprehensive and innovative engagement plan with young people, professionals and other stakeholders. The aim of this was to frame a new vision and objectives for the youth offer in Southwark which would form the basis of a new set of recommendations and action plan.
42. This part of the review looked at the total youth offer across the borough, and not simply the council's own service provision. The scope of the work included the following range of activities
- Universal activities provided directly or funded by the council including youth clubs, libraries, leisure centres, health programmes, work experience and adventure playgrounds
 - Specific activities funded by the council and delivered by the voluntary sector, example are, mentoring programmes, support for LGBTQ+ young people or, training in music and radio production,
 - Activities which receive no direct council funding e.g. sporting organisations, guides and scouts groups, basketball or football clubs
 - Activities or places used by young people but which might not always be thought of by adults as a 'youth offer', such as arts and cultural organisations, parks and open spaces
 - Other spaces relied upon by young people such as cafes and eating places.
43. A number of different methods of engagement were used which will be discussed below. A core group of three youth representatives (two Southwark Young Advisors and one Southwark Council apprentice) were involved throughout the engagement work. Please see Appendix 2 for Shared Intelligence's full report on the findings from the engagement.

Collaborative workshops

44. Three collaborative workshops were held between December 2019 – March 2020. The workshops brought together the three youth representatives and key council officers from Education, Children’s Services, Public Health, Communities, Local Economy Team and the Youth Council. The purpose of the workshops was to gain feedback from key individuals and to use this information to inform the future engagement work.
45. Examples of topics discussed included: identifying the needs of young people in Southwark and what the youth service should address; discussions on the results from the deliberative workshops and ethnographic fieldwork and what this tells us about the lives of young people in Southwark and their needs; a vision of the youth offer in Southwark; feedback on the emerging recommendations.

Deliberative discussions

46. Two deliberative workshop discussions took place in January 2020 with a variety of young people, parents and carers, commissioned youth organisations and Southwark Council officers. Each session had between 20 – 30 participants. The sessions took place in the north and south of the borough (Brandon youth centre and Dulwich Library) to ensure a wide range of participants across the borough could participate.
47. The aim of the sessions was to gather a range of perspectives about the needs of young people in Southwark and to test reactions to data. Real-time electronic voting was used to enable quick snapshots of the responses and Shared Intelligence prepared large printed templates to capture discussions about user needs.
48. The main theme to emerge from the discussions was that the focus of participants shifted from the idea of protecting young people from harm, to creating opportunities and supporting happiness and health. This was evidenced when they asked participants to rank what they felt the council’s primary focus should be. In both workshops ‘protection from harm’ was ranked the most important at the start of the session, but when the question was repeated at the end ‘happiness and health’ was ranked the highest. They also found that young people generally focused more on positive opportunities such as education and work, whereas professionals focused more on protection and support e.g. the need for role models, mental health support.

Ethnographic fieldwork

49. One of the most exciting aspects of Shared Intelligence’s approach was the ethnographic fieldwork. Ethnography is a research method where researchers observe and interact with participants in their real-life environment which seeks to bring about more authentic data. The aim of this work was to gather an in-depth picture of the lived experience of young people in Southwark.

50. The fieldwork was undertaken by our core group of youth representatives who were trained in ethnographic interview techniques. During the fieldwork nine young people, male and female, aged 12 – 19 were spoken to across a range of sites such as parks, eating places, shopping centres, libraries, a church, and a young person's home. Additional impromptu interviews with young people were also carried out.
51. The clearest messages from the ethnography are that young people want to create the youth offer, not just consume it, and they want help to achieve positive outcomes and not just protection against negative outcomes. A summary of the headline findings from the ethnography are below:
- There's a lot on offer in Southwark that young people enjoy e.g. libraries, fast food and casual dining places, Burgess Park BMX track, the David Idowu Choir, as well as activities provided by places of worship, and sports and leisure activities such as Swim and Gym.
 - However they don't associate the council with it. The existing channels used by the council aren't being engaged with by young people; instead they use their own networks to find things out.
 - There's a perception that a lot is missing in the borough. Young people often travel outside the borough to find affordable activities.
 - Young people want to be inspired, but are left searching for positive pathways to follow; this leads young people to create self-organised and informal coping mechanisms.
 - And for some the borough has an image problem. Moving around the borough is often seen as dangerous e.g. cars hitting bikes, bikes hitting people and parents often amplify this fear. As well as this, some young people mentioned a fear of crime and perceived there to be an absence of passive surveillance.

Online survey

52. A borough wide online survey was developed based on the responses from the deliberative discussions and ethnographic research. The survey was circulated to all secondary schools and year six classes in Southwark for two weeks. 407 young people and 14 parents and carers completed the survey. Overall, the survey respondents represented the younger end of the 10-19 range (with three quarters aged 10 – 11) and respondents were more likely to be female. In other respects, they were broadly representative of the borough population. Please see below key findings from the survey:
- Being able to do something physically active and having a place to hang out with friends were rated as most important (out of the list presented). This was followed by advice from older peers and people to talk to outside of their family about worries and concerns.

- Respondents tend to find out about things to do via friends, family, classmates and teachers, followed by 'Google', then 'posters'. Social media scores low as a route for finding out as does local authority online information.
- Besides cost, 'friends to go with' is seen as the biggest inhibitor/enabler to attending youth activities, followed by location.
- The survey also included a number of open-text fields to enable respondents to describe in their own words what they liked or wanted. Physical activities, particularly Swim and Gym and football, feature strongly in the responses. Many young people also referred to visiting friends' homes as a favourite place.

Feedback on initial recommendations

53. In March 2020 Shared Intelligence produced their initial recommendations on the future youth service as a result of their engagement work. Feedback on their initial recommendations was then gathered from key stakeholders throughout June - August 2020 prior to finalising our recommendations and action plan. A series of workshops, led by Shared Intelligence, were arranged with Southwark's youth providers, adventure play staff, young people and parents. Please see below for summary of feedback from each session.

Southwark youth providers event

54. A youth provider celebration and consultation event was scheduled for March at Southwark Council's Head Office. Unfortunately, due to COVID-19, this was postponed. The event, led by Councillor Akoto, took place virtually in June 2020 which 35 organisations attended. Please see below summary of key points gathered from the event:

- Young people need to feel ownership of spaces in order to be comfortable in them; this highlights the importance of co-design.
- There is a need to engage more with the most vulnerable young people in the borough; for example those who might not be captured by school survey data and would not engage with a council project.
- A recommendation is needed on pulling together all the resources and activities young people are including in their "self-made" youth offer.
- The recommendations lack the mention of formal education – what can these formal education institutions do in partnership with the council and providers?
- They would like to see closer working between council and youth providers to utilise their experience and knowledge of young people and the borough.

Adventure play workshop

55. One of the objectives of the youth review was to explore ‘the relationship between play and youth provision and whether the current approach is still fit for purpose.’ In light of this a workshop was arranged with Southwark Council Adventure Play staff, and staff from Dog Kennel Hill Adventure Playground and Bethwin Adventure Playground (our commissioned organisations) to review this relationship, and to feedback on Shared Intelligence’s initial recommendations. Please see below summary of feedback gathered from the event:

- All attendees agreed that Adventure Play service (AP) needs to be part of the wider youth offer and has an important part to play in bridging the younger and older age groups. There was a clear desire that Southwark should use existing services when thinking about the revamped youth offer.
- Staff felt there is a disconnect between the Youth and AP Service within the council and little understanding of why the split happened. There is a strong feeling that APs should be more closely (re)integrated with Youth.
- The age ranges of APs make it difficult to fit into a “youth offer” provision; APs often cater for both ends of the age range – families included – attending, right down to two years old and into late teens. However there was a feeling that being accessible to all age groups is a good thing.
- Every AP site is unique – each AP has its own character/offer and its own range of individuals they cater towards.
- There was a concern that if the council accepted the findings, they would design new solutions rather than making use of what already exists (i.e. their APs).

Young people’s workshop

56. The three youth representatives attended along with young people from our youth centres, YOS Peer Navigators, Latin American's women's youth group and Bede House (one of our commissioned organisations). Please see below summary of feedback gathered from the workshop:

- Diversity and representation are important; any “framework” for how youth services are run must hear the voices of different genders, races, cultures and religions.
- Young people agree that free activities are important. These activities should not just be sports (e.g. football). Other activities mentioned were mentors and supporting young people into work.
- Young people will travel if the end activity or destination is worth it.
- There was an agreement that youth centres need to change and be updated.
- There was an agreement that young people should be involved in developing services for other young people. If young people were able

to give their opinion on where money is most useful, then more young people will be motivated to use those services and go to youth clubs.

- Working in partnership with arts organisations was seen as very important as many young people want to pursue creative careers.
- There was an overarching feeling that it doesn't make sense that "community safety" has anything to do with youth services.
- Young people said they often just want somewhere to hang out which is unstructured.

Parent's workshop

57. A session took place with parents who were identified via council services they were engaging with e.g. Southwark Independent Voice, Early Help, parents of young people who attend council youth clubs etc. Parents were, overall, positive about the findings and recommendations. Please see below summary of key points:

- Crime, especially gang activity, was perceived to be a big issue in the community and some parents saw the role of the youth offer as being diversionary.
- Parents agreed that young people's voices needed to be heard and some suggested that a formal body like the youth parliament was a way of making sure it was not just volunteers.
- Pathways into employment and positive role models were very important to parents as was the link to education and training – especially at a time when young people are not in school and have had their education disrupted.
- There was some frustration with the council especially around communication and longer-term frustration at the closure of youth clubs and other youth services – particularly those doing outreach into communities.

Task and finish group

58. After the Southwark youth providers' event it was apparent that there was a need for further input from the youth providers who work with young people in our borough. The council therefore asked Shared Intelligence to facilitate a Task and Finish Group to enable youth providers to test, challenge, and contribute to the findings and recommendations in more depth.

59. The decision was taken that this could be most effectively carried out with a small group of youth providers who could meet on a number of occasions to look in greater detail at the emerging recommendation from the research. The membership of the group was decided through discussion between the council's project team and Shared Intelligence who had engaged with youth providers during the various workshops in the review process.

60. The Task and Finish Group was, overall, incredibly positive about the recommendations and therefore it was proposed that only small changes to the wording and minor amendments were needed rather than a complete reframing of the emerging recommendations. However Shared Intelligence, based on the feedback received, thought that the existing recommendations could be enhanced by a further two recommendations; these have been incorporated into the final recommendations and action plan.

KEY ISSUES FOR CONSIDERATION

The vision

61. Based on the findings from the review, we are recommending the following as the overarching vision for our youth offer:

We are committed to ensuring that young people have positive lives now and in the future – we will do this placing young people at the heart of future service design to ensure that young people influence decisions affecting their lives. We will ensure that our facilities are young people friendly, that services meet their needs and enable them to fulfil their potential.

The objectives

62. We are recommending the following as the objectives for the youth offer. We will:

- Develop a mechanism which enables greater involvement of young people in all elements of service design and delivery
- Use our resources to achieve the best possible outcomes for our young people
- Work with our partners from across the borough across all different sectors to unlock access to opportunities for our young people
- Ensure that information on services for young people across the borough is up to date and easily accessible
- Put in place robust processes to keep us to account and ensure we deliver our promises

Recommendations and Action Plan

63. Based on the review a number of recommendations and actions have been proposed. Please see Appendix 3 for the detailed recommendations and action plan. Please see below recommendations:

- a) Support young people to create, discover and take part in activities in the borough and make sure that these activities and spaces are affordable and accessible for all
- b) Create clearer pathways for

- young people to access information around careers advice, emotional wellbeing and personal development, and ensure this is easily accessible.
- c) Ensure that every young person, parent, carer and professional in the borough has access to up-to-date and comprehensive information about what is available.
 - d) Give young people influence on council decision-making (including the service offer, service development, the commissioning budget and any other appropriate youth issues), working alongside council officers and elected members.
 - e) Combine the Youth and Play grants scheme with the Positive Future Fund under the 'Positive Future for Young People Fund'. The new programme will be accessible to youth work organisations, arts and creative organisations, independent local suppliers and sports organisations. A proportion of this fund will be overseen by young people.
 - f) Conduct a youth-focused audit of spaces to understand how to create venues which meet the needs of young people. Based on these findings, present further recommendations to Cabinet detailing what role the council should have in the delivery of this provision
 - g) Utilise the extensive knowledge base and insights of youth providers across the borough to compliment the insights gained from young people and inform the council's policies and strategies for young people.
 - h) Work with the rich arts and creative sector, with businesses and sports across the borough, to broaden the scope of activities available to young people to enrich their lives.
 - i) Review where services for young people sit within the Council structure, and review the accountability and governance of the youth offer within the Council, to ensure the right balance between protecting young people from harm, and enabling them to enjoy an adolescence of hopefulness and fulfilled potential and
 - j) Undertake a reorganisation of the youth service to coordinate the delivery of the youth offer more effectively.
 - k) Establish a robust methodology to measure the success of the deliverables in the action plan.

Policy implications

64. This work will strengthen our ability to deliver a number of policy objectives. The recommendations and action plan directly links to the refreshed Council Plan 2018 - 2022 commitment to give children and young people 'a great start in life.' As part of this the council wants all children and young people in the borough to grow up in a safe, healthy and happy environment where they have the opportunity to reach their potential. The refreshed Council Plan states that the council will:

Invest in young people in Southwark, ensuring our youth services meet their needs and giving them a stronger voice in decisions which affect them.

65. The targets to deliver this commitment are as follows:
- Develop and deliver the appropriate governance structure and take forward the recommendations of the Youth Services review
 - Ensure that every young person, carer and professional in the borough has access to up to date and comprehensive information about what is available for young people
 - Ensure young people are central to shaping their provision in the future
66. The recommendations and action plan also link to the 'Southwark Together' commitment which promises to, 'Commit to root out inequalities by implementing the recommendations from the *Southwark Stands Together* work against racial inequalities and injustice.' The youth service will ensure they work closely with the Southwark Stands Together programme on work streams for young people.
67. The council value to 'spend money as if it were from our own pocket' will always be adhered to when delivering the recommendations and action plan.
68. As noted in paragraph 37, desktop research was undertaken which highlighted that many strategies across the council include commitments to young people. The recommendations and action plan supports a number of these key strategies, and reviews, across the council:
- Cultural Strategy 2017 – 2022
 - Extended Learning Review on Community Harm and Exploitation
 - Health and Wellbeing strategy 2015 – 2020
 - Healthy Weight Strategy 2016-2021
 - Knife Crime and Serious Violence Action Plan 2018-20
 - Libraries and Heritage Strategy 2019-2022
 - Special Educational Needs and Disability (SEND) Education Provision Strategy 2018 - 2021
 - Southwark Skills Partnership Delivery Plan 2019-2022
 - Sport and Physical Activity Strategy - Active Southwark 2019 – 2023
 - Volunteering Strategy 2017 – 2020
 - Youth Justice Plan 2019 - 2020

Community impact statement

69. The Public Sector Equality Duty requires public bodies to consider all individuals when carrying out their day to day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. The youth review included a significant engagement programme in which young people,

families and stakeholders were consulted with; this was specifically designed to be inclusive and accessible to all by providing a range of opportunities to engage. Information on protected characteristics was also gathered as part of this.

70. The recommendations in this report are based on engagement with a wide range of individuals across the community. Young people, parents and carers and our partners who deliver youth work in the borough have been involved throughout the review; over 550 people have all participated in some way in the process of developing our recommendations and action plan.
71. The importance of ensuring that diversity of experience informs our decision making has been key throughout the review, and this has been achieved through delivery of the engagement programme. As detailed in the Equalities and Health Analysis report we engaged with young men and women from a wide range of backgrounds, ages, and faiths.
72. A central theme of the proposed action plan is the need to continuously hear the voices of a diverse spectrum of young people and understand their needs so that the youth offer continues to be relevant. There are many specific actions in our action plan which help ensure that activities and opportunities are inclusive and accessible to all young people. The action plan commits to addressing the inequalities that some young people face in accessing a range of activities including arts, sports, leisure.
73. The continuing consultation will be designed to ensure it is accessible to young people with protected characteristics including disability, age, race, religion or belief, sex and sexual orientation.
74. In addition, hearing the voices of parents and carers and youth providers in the community continuously is also central to the action plan. For example, parents and carers will be consulted with during the design and implementation of the live information portal. Youth providers from across the community will also be engaged with continuously through quarterly meetings and annual surveys.
75. The organisations that will be supported under our grant programme will be required to provide monitoring information that demonstrates their commitment to inclusion. In particular, all organisations will be required to provide information on the ethnicity and gender of their participants and staff and demonstrate that they comply with equalities legislation.
76. Any further actions agreed as part of the youth offer will be subject to their own specific equalities assessment to ensure that any future potential negative impact on any groups or protected characteristics as defined in the Equality Act 2010 is addressed and mitigated where possible.

77. In summary, the process of engagement as described in this report has been conducted with due regard to the various protected characteristics under the Equality Act 2020 as set out in the Equalities and Health Analysis. There will continue to be due regard to the impact on those with protected characteristics in the ongoing development of the strategy.

Resource implications

78. The recommendations and action plan will be delivered by posts that will be identified as part of the initial review.

Legal implications

See below supplementary advice from Director of Law and Democracy

Financial implications

79. There are no immediate financial implications arising from this report. Any other financial implications arising from the recommendations from this report will be subject to further reports confirming the sources of funding.
80. Staffing and any other costs connected with this report are to be contained within existing business unit budgets.

Consultation

81. As noted in paragraphs 41 - 60 significant consultation and engagement work has taken place with young people, parents and carers and youth providers as part of the youth review.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

82. Councils have a statutory duty to “secure, so far as is reasonably practicable, sufficient provision of educational and recreational leisure-time activities for young people” and to make sure young people have a say in the local offer in accordance with Section 507B, Education Act 1996. This report sets out how the council has carried out an assessment of needs for this provision and other aspects of provision for young people in the Borough, and has established a plan to meet this duty.
83. As a part of this, the council has engaged in extensive consultation, including with young people in the Borough, as required by the statutory duty. The ongoing input of young people into the further planning and outworking of the youth strategy is also set out in the report.
84. There is a common law duty when carrying out consultation, to take the results of the consultation into account in any subsequent decision making and this report sets out the feedback received from the various consultation

processes. Cabinet will need to give due regard to this feedback in its deliberation of the recommendations.

85. Under section 149 of the Equality Act 2010, in making this decision, the Cabinet must comply with its public sector equality duty which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
86. The equalities analysis appended to the report indicates how the council has had regard to the various protected characteristics in carrying out this review and in formulating a new strategy. The community impact assessment above also indicates that the public sector equality duty will be given ongoing consideration in the further development of the various strands of the strategy. These are all relevant matters that the Cabinet should give due regard to, in considering this report.
87. The review and establishment of a youth strategy is an executive function which can be determined by the Cabinet in accordance with the Local Government Act 2000 and Part 3B of the council's Constitution.

Strategic Director of Finance and Governance (FC20/019)

88. This report seeks the approval of the cabinet for the recommendations mentioned in paragraphs 1 to 8. Full details and background are contained within the main body of the report.
89. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Activities for Children and Young People in Southwark strategy 2017 - 2020	Environment & Leisure Department / 160 Tooley Street	Aileen Cahill 07850 541089
Link (please copy and paste into your browser): http://moderngov.southwarksites.com/documents/s65494/Appendix%201%20Activities%20for%20Children%20and%20Young%20People%20in%20Southwark%20a%20strategy%20for%202017-2020.pdf		
Commissioned Youth and Play Service extension 1 April 2020 to 31 March 2021	Environment & Leisure Department / 160 Tooley Street	Aileen Cahill 07850 541089
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s86955/Report%20Youth%20and%20Play%20service%20grants%20extension%202020.pdf		
Review of council strategies slides	Environment & Leisure Department / 160 Tooley Street	Catherine Snell 07547 565321
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6664&Ver=4		

APPENDICES

No.	Title
Appendix 1	Objectives of youth review table
Appendix 2	'A review of provision for young people in the London Borough of Southwark' – Shared Intelligence's report on findings from the engagement
Appendix 3	Recommendations and action plan
Appendix 4	Youth Services Review Joint Equality and Health Analysis

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People & Schools	
Lead Officer	Rebecca Towers, Director of Leisure	
Report Author	Aileen Cahill, Head of Culture	
Version	Final	
Dated	26 November 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	No
Cabinet Member	Yes	No
Date final report sent to Constitutional Team		26 November 2020