

Youth Service Review Recommendations and Action Plan

APPENDIX 3

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			
	Action	Date to be completed	Responsible
1.	Establish a ‘Young People’s Fund’ which gives young people the opportunity to apply for funding. This will enable them to access certain activities, where barriers such as affordability and accessibility are an issue. This will initially be funded from the existing grant budget.	June 2021	Director of Leisure, Director of Communities
	a) Establish the governance for the Young People’s Fund.	April 2021	Director of Leisure, Director of Communities
	b) Develop a marketing / comms plan to promote the Young People’s Fund	April 2021	Director of Leisure, Director of Communities, Head of External Affairs
	c) Promote the Young People’s Fund	May 2021	Director of Leisure, Director of Communities, Head of External Affairs
	d) Launch the Young People’s Fund	May 2021	Director of Leisure, Director of Communities, Head of External Affairs
2.	Generate income to maintain the Young People’s Fund	June 2021 - ongoing	Director of Leisure, Director of Communities
	a) Young people can generate income through e.g. events where they make and sell things	June 2021 – ongoing	Director of Leisure, Director of Communities
	b) Set up a café/tuckshop and chill out area managed and run by young people and supported by staff. This would generate income which would be invested in the Young People’s Fund	September 2021 – ongoing	Director of Leisure, Director of Communities
3.	Host a yearly event to promote the Young People’s Fund	First event to be held	Director of Leisure, Director of

		early 2022	Communities
	a) A yearly event will take place to raise money which young people, commissioned organisations, charities, voluntary organisations, local businesses and private organisations can attend. Young people can put on events / showcase what they have been able to access through the Young People's Fund. As part of this, attendees will be given the option to donate to the Young People's Fund	First event to be held early 2022	Director of Leisure, Director of Communities
4.	Utilise the Southwark Presents card as part of this offer	Ongoing	Director of Leisure, Head of Culture
	a) Promote the Southwark Presents card	Ongoing	Director of Leisure, Head of Culture
5.	Identify venues and facilities across the borough, (both council and non-council) that young people can access at either low / no cost	February 2021	Director of Leisure, Director of Communities
	a) Create a list of all the facilities that young people can access across the borough e.g. dance studio, computer suite	February 2021	Director of Leisure, Director of Communities
	b) Publicise this information on the live portal	June 2021	Director of Leisure, Director of Communities

B) Create clearer pathways for young people to access information around careers advice, emotional wellbeing and personal development, and ensure this is easily accessible.			
	Action	Date to be completed	Responsible
1.	Bring information together on services for young people that provide careers advice, support around emotional wellbeing and personal development in one place. This must be easily accessible on the live portal as detailed in Recommendation 1.	June 2021	Director of Leisure, Director of Communities, Director of Education
	a) Work in partnership with these organisations to ensure the right services are easily accessible by bringing these services directly to young people e.g. in	September 2021	Director of Leisure, Director of Communities, Director of Education

	youth clubs		
2.	Work with Children's Services to ensure there are clear pathways for young people who need access to targeted services, and that these are easily accessible	Ongoing	Director of Leisure, Director of Communities, Director of Children & Families
3.	Utilise the youth providers networks within the borough to identify relatable role models who can be trained to provide wellbeing support and careers advice	April - July 2021	Director of Leisure, Director of Communities, Director of Children & Families
	a) Speak to young people to find out what support they would like to access	April - July 2021	Director of Leisure, Director of Communities, Director of Children & Families
	b) Establish a bank of mentors / coaches that young people can be matched up with.	April - July 2021	Director of Leisure, Director of Communities, Director of Children & Families
4.	Aligned to Southwark's Economic Renewal Plan, review the Southwark Skills Strategy and Southwark Works provision in the context of young people and ensure access to quality employment, apprenticeships and internships.	March 2021	Director of Leisure, Strategy & Partnership Manager
5.	Develop an all-age Careers IAG framework for Southwark, ensuring improved coordination of, and access to, quality careers advice for young people.	March 2021	Director of Leisure, Director of Education, Director of Children & Families, Strategy & Partnership Manager

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

Action	Date to be completed	Responsible
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1.	Ensure that young people, parents, carers and professionals have access to a full list of, and information about, provision in the borough through a live portal. Information about activities must be in a format that is accessible to all recipients.	June 2021	Director of Leisure
	a) Identify examples of good practice to inform the format/design of the portal to ensure that young people, parents and carers and professionals have access to up to date and comprehensive information about what is available	October 2020	Director of Leisure
	b) Engage with young people, parents and carers on best methods of information sharing	January – February 2021	Director of Leisure
	c) Prepare the proposal for the development of the online portal and submit bid to the Digital Innovation Fund.	January 2021	Director of Leisure (IT project lead)
	d) Identify the digital solutions (to include use of social media)	February – March 2021	Director of Leisure (IT project lead)
	e) Undertake a comprehensive mapping exercise to create a “live” map and directory of provision for young people in the borough including those at a grassroots level	End of December 2020	Director of Leisure (IT project lead)
2.	Identify the mechanism by which the portal can be kept up to date using existing resources	End of December 2020	Director of Leisure
	a) Update the portal with the latest information on an ongoing basis	Ongoing	Director of Leisure
	b) Work with youth providers/businesses to establish the process by which the council can capture their youth offer in real time	Ongoing	Director of Leisure
3.	Identify non –digital methods of engagement to ensure the widest possible reach	January – February 2021	Director of Leisure, Director of Communities
	a) Involve young people, parents/carers and professionals to identify which non-	January – February 2021	Director of Leisure, Director of

	digital methods to use		Communities
4.	Develop a marketing / comms plans to ensure this information is shared effectively and spread widely	April 2021	Director of Leisure, Director of Communities, Head of External Affairs
	a) Involve young people, parents/carers and professionals to develop the marketing / comms plan. As part of this, explore the use of other digital methods e.g. the use of social media tags	April 2021	Director of Leisure, Director of Communities, Head of External Affairs
	b) Write the marketing / comms plans	May 2021	Director of Leisure, Director of Communities, Head of External Affairs
	c) Deliver the marketing / comms plans (includes use of social media)	May 2021	Director of Leisure, Director of Communities, Head of External Affairs

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

	Action	Date to be completed	Responsible
1.	Establish a formal youth advisory board/council with direct influence over the service offer, service development, the commissioning budget and any other appropriate youth issues. Youth representatives will be elected at each secondary school.	April 2021	Director of Leisure, Director of Communities
	a) Identify and review current examples of consultative work undertaken with young people in the council to identify best practice (e.g. Positive Futures Fund, the Nest, the youth council, young advisors, peer navigators etc.)	October 2020	Head of Culture
	b) Map the consultative work undertaken in the council with young people (e.g. Positive Futures Fund, the Nest, the youth council, young advisors, peer navigators etc.) to show where the youth council role sits in relation to these	October 2020	Head of Culture
	c) Review the work undertaken by the council's Youth Independent Advisory	October 2020	Head of Culture

	Group and explore opportunities for joined up working		
	d) Review current practices / examples in other councils and organisations where young people are involved in decision making to identify best practice	October 2020	Head of Culture
	e) Finalise Southwark model and launch programme	April 2021	Director of Leisure, Director of Communities
	f) Identify incentives to encourage young people to apply and participate	February 2021	Director of Leisure, Director of Communities
2.	Promote/advertise youth advisory board/council roles	February 2021	Director of Leisure, Director of Communities, Head of External Affairs
	a) Develop a marketing / comms plan to promote the youth council roles. <ul style="list-style-type: none"> Inclusivity / accessibility to the youth council roles is key. An engagement exercise will be undertaken with young people through schools, pupil referral units and alternative provisions to ensure they are aware of the opportunity to apply 	January 2021	Director of Leisure, Director of Communities, Head of External Affairs
3.	Recruit to the youth advisory board/council roles	March 2021	Director of Leisure, Director of Communities, Head of HR
	a) Write job description for youth advisory board/council roles. (The role will last for one year and each young person will represent the council wards).	January 2021	Director of Leisure, Director of Communities, Head of HR
	b) Ensure the application process is inclusive / accessible to all and 'young people friendly' e.g. video presentation would be preferable to lengthy application process.	February 2021	Director of Leisure, Director of Communities, Head of HR
	c) Role is advertised/promoted as stated in marketing/comms plan	March 2021	Director of Leisure, Director of Communities, Head of HR
	d) Interview panel members selected	March 2021	Director of Leisure, Director of Communities, Head of HR

	e) Interviews are held and successful applicants chosen	March 2021	Director of Leisure, Director of Communities, Head of HR
4.	Develop a training programme to support the youth advisory council role to upskill young people.	January 2021	Director of Leisure, Director of Communities
	a) Identify the skills required to fulfil the youth council role	January 2021	Director of Leisure, Director of Communities
	b) Identify who will deliver the training programme and where this will take place	January 2021	Director of Leisure, Director of Communities
	c) Deliver the training programme	April 2021	Director of Leisure, Director of Communities
5.	Provide a way for the council 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	December 2021	Director of Leisure, Director of Communities, Director of Education
	a) Engage with young people around service delivery and engagement through a yearly survey across the borough to include schools, youth clubs, YOT etc.	December 2021	Director of Leisure, Director of Communities, Director of Education
	b) Create a digital platform, as part of the new live portal of information, where young people can have their say	June 2021	Director of Leisure, Director of Communities

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.

	Action	Date to be completed	Responsible
1.	Bring together grant funding streams for young people, to enable them to be commissioned under one heading e.g. Positive Future for Young People Fund	January 2021	Director of Leisure, Director of Communities

2.	Create a commissioning framework for the new funding programme	January 2021	Director of Leisure, Director of Communities
	a) Officers convene a diverse and representative working group of young people from the Youth Council, Young Advisers, YOS and youth club attendees to develop the specification for the new commissioning of activities programme. Officers will return to Cabinet in March 2021 with the detailed commissioning plan.	March 2021	Director of Leisure, Director of Communities
	b) Ensure that a % of applications come from organisations that offer activities around arts, culture, sport, personal development and careers advice.	January 2021	Director of Leisure, Director of Communities
	c) Ensure that the application process is accessible by providing a variety of ways organisations can demonstrate evidence of their work with young people e.g. via a video presentation. Ensure organisations involve young people throughout the application process e.g. in the video, presentation, application, interview	January 2021	Director of Leisure, Director of Communities, Head of HR
3.	Promote the funding programme	January 2021	Director of Leisure, Director of Communities, Head of External Affairs
	a) Develop a marketing / comms plan to promote the new funding programme	January 2021	Director of Leisure, Director of Communities, Head of External Affairs
4.	Launch the programme	February 2021	Director of Leisure, Director of Communities
	a) Set up a recruitment panel, which will involve young people from the youth council, who will decide on successful organisations	March 2021	Director of Leisure, Director of Communities, Head of HR
	b) Evaluation of applications	April 2021	Director of Leisure, Director of Communities, Head of HR
	c) Recommendations to the Cabinet Member	April 2021	Director of Leisure, Director of Communities
	d) Decision making process completed	April 2021	Director of Leisure, Director of Communities
	e) Notify successful organisations and finalise funding agreements	May 2021	Director of Leisure, Director of

			Communities
	f) New grant programme active	July 2021	Director of Leisure, Director of Communities
5.	Develop a framework to capture the outcomes of the new funding programme	January 2021	Director of Leisure, Director of Communities
	a) Develop a monitoring tool which effectively monitors and evaluates work undertaken by organisations throughout the year.	January 2021	Director of Leisure, Director of Communities
	b) Develop new outcome and output performance indicators.	January 2021	Director of Leisure, Director of Communities
	c) Hold regular / six monthly monitoring visits to the commissioned organisations. The youth council will be involved in these visits.	Ongoing	Head of Culture
6.	Hold a yearly networking event and celebratory event for organisations funded under the new programme.	February 2022 - ongoing	Director of Leisure, Director of Communities
	a) As part of the networking event, the council will facilitate / encourage organisations to set up a local group based on their location / type of activities offered in order to share best practice / knowledge and support on an ongoing basis.	February 2022	Director of Leisure, Director of Communities

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

	Action	Date to be completed	Responsible
1.	The youth advisory council to lead a review on how to create venues which meet the needs of young people and are places where they want to go and socialise.	Sept – Dec 2021	Director of Leisure, Director of Communities
	a) A physical audit of council owned spaces will be undertaken with young people. As part of this officers should work with young people through a co-	End of 2021	Director of Leisure, Director of

	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		Communities
	b) Link with Southwark Stands Together work on the public realm to ensure this work is taken into account	Sept – Dec 2021	Director of Leisure, Director of Communities
2.	Work with partner organisations to gather their views on how to create venues which meets the needs of young people and are places where they want to go and socialise.	Sept – Dec 2021	Director of Leisure, Director of Communities
3.	Identify methodology by which the places and spaces in which the youth offer is provided can be co-designed by young people so that they feel safe in them and have ownership of them.	January 2021 onwards	Director of Leisure, Head of Culture
	a) Deliver a young people led review of facilities on Brandon Estate and develop a plan for the implementation of outcomes. Young people will be involved in the redesign of the club in preparation for its reopening post Covid.	December 2020	Director of Leisure, Head of Culture
4.	Based on the findings from the audit, present further recommendations to Cabinet with information on where young people want provision, who they want this delivered by and what role the council should have in the delivery of this provision	Sept – Dec 2021	Director of Leisure, Director of Communities
5.	Ensure that council youth centres are progressive and young people friendly	December 2021	Director of Leisure, Head of Culture
	a) Ensure any venue where youth activities are delivered is IT enabled and has up to date digital facilities	January 2021 onwards	Director of Leisure, Head of Culture
	b) Work with a partner to create a toolkit on how to make spaces young people friendly	Sept – Dec 2021	Director of Leisure, Head of Culture
6.	Ensure that young people have leisure space where they have opportunities to access healthy food with their friends	Sept – Dec 2021	Director of Leisure, Head of Culture

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			
	Action	Date to be completed	Responsible
1.	Set up a network of voluntary network providers (of all sizes and types) across the borough	July 2021	Director of Leisure, Director of Communities
	a) This will include a smaller, core group of youth providers (a 'youth providers advisory group') who we can engage with on a regular basis. They will represent the different wards in the borough. They will organise meetings with the providers in their ward area and feedback on the outcomes from these.	July 2021	Director of Leisure, Director of Communities
2.	Hold quarterly meetings with youth providers to ensure that an ongoing dialogue about the strategy takes place	Ongoing	Director of Leisure, Director of Communities
3.	Utilise different methods of engagement e.g. an annual survey completed by youth providers to gather intelligence on youth provision in the borough	Annually from 2021	Director of Leisure, Director of Communities
4.	Use information gathered through this engagement to inform the council's policies and strategies for young people and the commissioning of future services	Ongoing	Director of Leisure, Director of Communities

H) Work with the rich arts and creative sector, and businesses and sports across the borough, to broaden the scope of activities available to young people to enrich their lives.			
	Action	Date to be completed	Responsible
1.	Work in partnership with arts and creative organisations in the borough, as well as businesses, cultural and sports organisations, to make sure that they are bringing their amazing opportunities into communities across the borough	End of 2021	Director of Leisure, Head of Culture
	a) Work to build partnerships with both small and large arts organisations (including globally recognised institutions such as the Tate, IWM and Globe) and capitalise on existing links with those organisations. Work should also take place to build relationships between larger organisations and smaller grassroots	End of 2021	Director of Leisure, Head of Culture

	organisations e.g. the Globe Theatre and Theatre Peckham		
	b) Engage with these same partners to identify how they can be part of the borough's work to inspire young people and give them positive pathways – including work experience opportunities, internships, and careers guidance (particularly in the arts)	End of 2021	Director of Leisure, Head of Culture
	c) Hold a workshop with these large arts and creative, cultural, sports and academic institutions and major employers within the borough, to facilitate their understanding of the youth offer in Southwark and identify the part they can play in delivering throughout the borough	May 2021	Director of Leisure, Head of Culture
2.	Recognise and address the inequalities that some young people face in accessing a range of activities including arts, sports, leisure	December 2021	Director of Leisure, Director of Communities, Head of Culture
	a) Work with young people to understand barriers to participation across these areas	January – March 2021	Director of Leisure, Director of Communities, Head of Culture
	b) Develop a programme of participation in partnership with arts, sports and leisure providers	April – July 2021	Director of Leisure, Director of Communities, Head of Culture
	c) Support arts, sports and leisure providers in bringing their activities to young people in areas of the community that may not typically access these activities.	September 2021 onwards	Director of Leisure, Director of Communities, Head of Culture
	d) Advertise / promote activities, and any special events held by these organisations, on the council's live portal so information on this is easily accessible.	September 2021 onwards	Director of Leisure, Director of Communities, Head of Culture

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.

Action	Date to be completed	Responsible
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1.	Undertake a review of where services for young people sit within Environment, Leisure, Public Health and Communities	December 2020	Director of Leisure, Director of Environment, Director of Communities and Director of Public Health
2.	Undertake a review of the accountability and governance of the youth offer within the Council	December 2020	Director of Leisure, Director of Communities
	a) Conduct a review of how there might be better reporting and information sharing between cabinet portfolios and directorates	December 2020	Head of Public Affairs, Director of Leisure
	b) Ensure that the Community Harm & Exploitation Hub is captured as part of this work	December 2020	Director of Leisure, Director of Communities
	c) Make proposals for a future governance structure for the delivery of the Youth Services Strategy and the continued development of the Youth Offer	December 2020	Director of Leisure, Director of Communities
3.	Establish the governance to deliver this action plan	December 2020	Director of Leisure, Head of Culture, Cross departmental team
	a) Create a cross departmental delivery board to work collaboratively, and be accountable for, the delivery of all elements of the new action plan	December 2020	Director of Leisure, Head of Culture, Cross departmental team

J) Undertake a reorganisation of the youth service to coordinate the delivery of the youth offer more effectively			
	Action	Date to be completed	Responsible
1.	Based on the findings from the above, create proposal for reorganisation of the youth service	December 2020	Director of Leisure, Director of Environment, Director of Communities and Director of Public Health
2.	Implement the reorganisation	March 2021	Director of Leisure, Director of Environment, Director of Communities and Director of Public Health

K) Establish a robust methodology to measure the success of the deliverables in the action plan			
	Action	Date to be completed	Responsible
1.	Develop a framework to monitor the outcomes of the action plan	January 2021	Director of Leisure, Director of Communities
2.	Ensure that a role is identified that is responsible for overseeing the delivery of the action plan and its performance management	November 2020	Director of Leisure, Director of Communities
3.	Embed accountability for the delivery of certain elements of the action plan into future contracts	Ongoing	Director of Leisure, Director of Communities