



Misspent Youth

A Community Analysis Of Haringey Councils Investment Into Youth Services



Key Findings

Youth Service Budget Allocation

- The Youth Service budget was not cut by 75% in 2011
- The Youth Service budget was not cut at all in 2011
- The Youth Service budget has increased since 2011

Youth Service Delivery

- Youth Service delivery has reduced by 80% since 2011
- 75% of young people worked with occurred over the summer period
- Delivery from other services & orgs are misbranded as Youth Service

Youth Service Reach & Efficiency

- Number of young people worked with has halved since 2011
- Number of staff hours in 2013 has only reduced by 10% from 2011
- One to one work equates to only 4 young people per full time staff

Youth Service Strategic Planning

- 2011-2014 strategy plan is incomplete and lacks strategic vision
- The Youth Service has no targets or performance indicators
- Delivery is not based upon borough needs

Recommendations

Abort The Delivery Of The Youth Strategy

Reopen Council Delivered Youth Centres

Confirm The Name Of The Service

Youth Work Training For Managers

Conduct A Financial Audit Of The Service

Review Participation and Democracy

Rethink Age Range Change

Establish Borough Wide Teams

Examine Voluntary Sector Relationship

Youth Service Budget Allocation

We begin our journey with a question “**Did the Council cut the Youth Service?**”

Claim:

The Council claim that for the budget 2011/2012 the Youth Service was cut by 75%. This claim is substantiated by media reports; Council minutes and is also a belief by young people who led the campaign to prevent the Council from cutting the Youth Service.

Facts:

- ☑ Council reports on the 2011/2012 cuts state the amount that will be cut from the Youth Service amounts to approximately £1.5m. This is stated to be 75% of the whole budget, so we can assume the budget was £2m
- ☑ On the 16th November 2010, in a Freedom of Information [FOI] response to the campaign group (Ref: 810003183) from Jan Doust, the Deputy Director of Children and Young Peoples Services, stated: the Statutory **Funding of the Youth Service was £1.8m**. She went on to then to explain additional external funding also came from various sources, although the amounts were not stated.
- ☑ On the 1st March 2013, a FOI we submitted in Feb 2013 (Ref: LBH/1534213) also from Jan Doust stated the **Youth Service budget was £2,155,100** from the Council and a further £74,825 had come in from external sources.

Conclusion:

Using the £1.8m figure from the Nov 2010 FOI (or the assumption of budget from the Council papers presented to Councillors in Feb 2012 of £2m) and comparing this to the present Council budget for Youth Services of £2.1m we can see that this is:

- ☐ Not a cut of 75%
- ☐ Not a cut at all
- ☐ An increase in budget allocation.

Youth Service 2010 Budget
£1.8m

Youth Service 2012 Budget
£2.1m

Difference
+ £0.3m

There had been cited explanations in some reports that the funding included the Connexions budget, however the Connexions service was a government funded initiative, funded 100% by external funds and the change in Government policy abolished the Connexions service and passed the budget to schools to deliver their own Careers Guidance. There should be no Connexions funding to merge as it has been devolved to schools.

There is no evidence these two services were one, the budgets were even decided upon separately, Connexions in December 2010 and the Youth Service in February 2011.

We conclude no cut to Youth Services took place.

Youth Service Delivery

The next stage of our journey was to explore what the Council were actually delivering to young people. The communication of delivery has been hard to ascertain. The discussions between us and the Council have been chronologically ordered below:

Date	Council Claims	Disparity
Aug 2011	Council claims the Youth Service was operating during the summer of the riots	Community claim the youth centres in Haringey were closed during the riots. No evidence of any activities could be found
Sept – Dec 2011	Council claim no youth centres have closed as a result of the cuts	Community claim no youth centres were open during this period and none were advertised on the Councils website
March 2012	Council announces it will be 'reopening' Bruce Grove Youth Centre as part of its 12 for 12 plan	Community are happy the Council are finally agreeing the centre is closed and welcome its reopening
April 2012	Council change the wording "reopening" & claim its providing "additional activities" from April 2012	Community ignore change of term and await the youth centre to be open in April 2012
May 2012		April now passes and Bruce Grove Youth Centre does not 'reopen'
May 2012	After complaints to the Council, the Council announce again in the press that it will be delivering activities from Bruce Grove Youth Centre, insisting it never closed.	Community is unable to find a timetable of activities, or even the existence of Bruce Grove Youth Centre on the Council's website. Centre is found to be closed after several visits.
June 2012	Council meet with one of the lead campaigners, the service is now under a new Councillor & plans for summer are conveyed	Within 2 weeks of meeting, community begin to see a substantial programme of activities for the summer and mass marketing across the borough
July-Aug 2012	Council claim summer programme is running	Young people undertake visits and also participate in programme.
Sept 2012	Council claim in report to Community Riots Panel that Bruce Grove is open "5 evenings a week".	Young people raise concerns that since summer, the youth centre at Bruce Grove has been closed. Community agree to undertake visits to check and contact Council.
Oct 2012	Council respond stating the youth centre is open 4 nights a week and the 5 th has had problems which will be rectified shortly. But they insist it is open despite no info on website. The Council report that the 12 in 12 plan to run activities at Bruce Grove had been "achieved"	Community continue to undertake their visits, until 19 th October. They submit an FOI to get actual dates the centre was actually open.
Nov 2012		The Councils claim is refuted and discussions commence with the Overview & Scrutiny Committee FOI response reveals the youth centre had not been open 5 nights a week and had been closed on all of the visits the community observers undertook. The community are unable to get responses from the Council and push for a meeting with the Overview & Scrutiny Committee
Dec 2012	The Overview & Scrutiny Committee agree to find responses to the concerns outlined	

The Overview & Scrutiny Committee sadly did not fully retrieve responses to the concerns raised, but did inform us that they will be looking at the Youth Service in March 2013.

In December we received an email from the lead Councillor for Youth Services where he highlighted all of the provision the Youth Service was delivering, most of which was not on the website.

Using the email as a template, we investigated the programme of activities and visited the venues at the times stated and in some cases had in depth conversations with the staff we encountered. In Feb 2013 we submitted an FOI to evidence what we had found and added this to other information we obtained in writing from the Council. Below is a breakdown:

Activity	Evidence Source	Findings
Skills Hub (Wood Green) Monday to Friday 4pm – 6pm	FOI LBH/1534213 (From Jan Doust received 1 st March 2013)	<ul style="list-style-type: none"> □ The FOI Claims it is 20hrs a week □ Only 4 hrs are delivered by Council staff □ 16hrs are delivered by Spurs & Boxing Academy □ The funding does not come from the Council it comes from Catch 22 funding and the Premier League Community Fund
Junction Wood Green	FOI As Above & Website	<ul style="list-style-type: none"> □ It is open 3hrs a day x 3 days a week (9hrs) □ Only 10 young people a week are using this service
Aspire Base	FOI As Above & Cllr email	<ul style="list-style-type: none"> □ The email claims this commenced in Nov 2012 □ The FOI states Summer 2011 □ The funding for this comes from Homes For Haringey and not the Youth Service □ No Youth Service staff work in this provision
Straightforward Youth Club at Triangle	FOI As Above, Cllr email & General Enquiries with Properties Services	<ul style="list-style-type: none"> □ This runs 2 nights a week at the Triangle Centre □ The Triangle Centre is not a Youth Service building but belongs to another Council team □ The activities are not delivered by the Council, it is run by an external organisation and they pay to hire the building.
Campsbourne Activities	Cllr email & General Enquiries	<ul style="list-style-type: none"> □ Activities listed as "West" which included Campsbourne, Power League (out of borough) and Stroud Green, are delivered by Youth Service staff.
Highway Youth Club at Bruce Grove Youth Centre Tues 3:30 – 7:30pm	FOI LBH/1197312 (From Jan Doust received 23 rd Nov)	<ul style="list-style-type: none"> □ Not a Council run service □ Organisation pays rent to hire the building
Wrestling Org Bruce Grove Youth Centre Tues 3:30 – 7:30pm	FOI LBH/1197312 (From Jan Doust received 23 rd Nov)	<ul style="list-style-type: none"> □ Not a Council run service □ Organisation pays rent to hire the building
Sanjuro Wednesday 5pm – 7pm	FOI LBH/1197312 (From Jan Doust received 23 rd Nov)	<ul style="list-style-type: none"> □ Not a Council run service □ Organisation pays rent to hire the building
Girls Group Thurs 4-7pm	Cllr email	<ul style="list-style-type: none"> □ Did not start until Nov 2012 □ Run by Youth Service staff

The delivery of Youth Service provision is hard to decipher so we have broken down what the Council used run prior to the 'alleged cut' and what we have understood they actually deliver now

Council Run Youth Projects in 2010/2011

- ✓ 3 Youth Centres running 75hrs of delivery 5 days a week
- ✓ 8 Youth Clubs running 24hrs of delivery 1 evening a week
- ✓ A counselling service for teens
- ✓ A Duke of Edinburgh Scheme
- ✓ A Media and Performing Arts team delivering 15hrs a week
- ✓ A detached team operating in various estates and hotspots in the borough
- ✓ Various Participation Activities (Youth Council, UK Youth Parliament)

From FOI 810003183 23rd November 2010 Jan Doust

Council Run Youth Projects in 2011/2012

- ✓ Various Democracy Activities (Youth Council, UK Youth Parliament)
- ✓ 3 hours of girls activities at Bruce Grove youth centre.
- ✓ 1 hour street dance in Campsbourne
- ✓ 2hrs of football in Muswell Hill
- ✓ A Radio Project in Tottenham
- ✓ 9hrs drop in at the Junction*
- ✓ 2hrs in Stroud Green
- ✓ 2hrs at the Power League

*The Junction was previously run by another service

Hours of Delivery in 2010/2011

129 hrs per a week

This does not include detached, participation, counselling sessions & duke of Edinburgh estimated at an additional 45 hrs per week.

Hours of Delivery in 2012/2013

19 hrs per a week

This does not include the participation activities which are hard to quantify due to infrequency

We have compared Council budget from 2010/2011 and 2012/2013, we have not included any delivery from external funding from either time period. We have also only included activities and projects that have and are delivered by the Councils Youth Service and not those delivered by external organisation or those who hire the centres.

Conclusion

- Services to young people have severely reduced despite a rise in budget
- The Council are promoting activities run by external organisations as their own
- Councillors appear to have been informed services run by external organisations are run by the Youth Service.
- There is inconsistency of delivery across the borough, which is not needs led, Tottenham where statistically there are more needs especially when the riots are pulled into the context appear to be delivering less provision despite having a fantastic purpose built multi million pound recently refurbished youth centre.

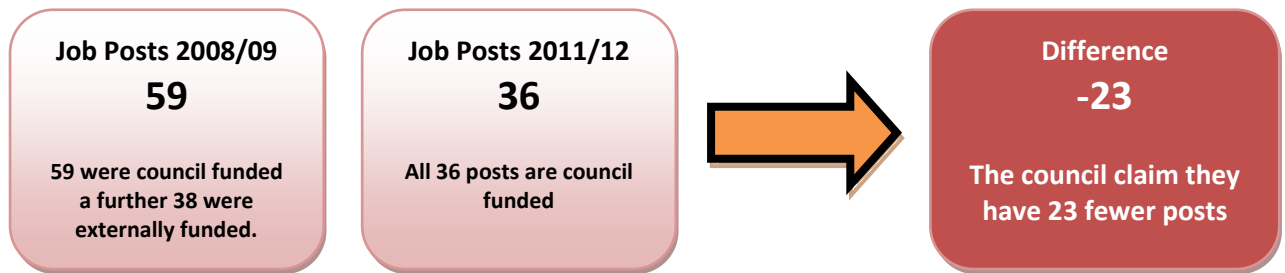
With such a drastic reduction in delivery, we can only assume the Council is grossly **under-spending** despite being allocated adequate funding in the budget or that the Council is spending more than it did in 2010/2011 and thus has become **extravagant rather than efficient** in times of pressured resources.

Reach & Efficiency

Whilst we accept that a reduction in budget would lead to a reduction in delivery, as we have highlighted, the Youth Service **has not received a cut**, in fact it has obtained a raise.

Staffing

There appear, according to our research, not to be any personnel within the Council with the job title 'Youth Worker'. (We are awaiting the Council to confirm). We requested information for staffing quantities pre/post the 2011/12 'alleged cut'. The response was as follows:



The Council has missed the deadline to break these figures down by hours, our research shows of the 59 posts prior to the 'alleged cut', only 21 were fulltime, 38 were actually part-time, most being on 15hr contracts, some on less and some on more. The rationale behind a part time workforce in Youth Work is to deliver in the afternoons and evening, when young people are not legally meant to be school. Based upon these [unconfirmed] figures, we have compared staffing hours rather than posts.



Conclusion:

- ❑ The Council reconfigured its structure; however, through the decisions it made, it had in fact **become less efficient** rather than achieving its aim to become more efficient.
- ❑ The quantity of actual posts/staff had reduced, although the difference in actual hours, thus **salary cost had not been fundamentally reduced**.
- ❑ This decision to create fewer posts with fulltime hours has **dramatically reduced** its ability to deliver to the same capacity and produce the similar outputs it had prior to the 2011/2012 budget.
- ❑ Most Youth Service employees work within the Councils standard core hours of 9am – 6pm, thus not operating to provide an **adequate Youth Service** in the evenings.
- ❑ The drop in outputs is not budget driven, but due to **poor and unnecessary service design** and configuration.

Client Outputs

The number of young people the Youth Service has worked with has also dropped dramatically since the 'alleged cut'. According to the report the Youth Service has submitted to the Overview & Scrutiny Committee, point 3.2 states the service **has had 142 referrals** (although it does not state whether these were all engaged or accepted) between April 2012 & Jan 2013.

- Based on 36 full time staff, this equates to: **only 4 young people** per a staff member in the 9 month period stated.
- Assuming that 50% of the 36 staff are Admin, Management etc (although we have been told in an email, the Council has 36 Youth Workers) this still equates to 18 full time staff working with **only 8 young people** each in a 9 month period.

It is assumed not all 142 referrals came in at April 2012 and not all stayed open for the whole 9 month period, so the above equations are generous.

- In total when calculating the Summer Programme, organisations the Youth Service commissioned, the referrals and the participation work, the Youth Service has had contact with 2,062 in 2012/2013.
- According to FOI Reference 810003183 in 2009/2010 the Youth Service worked with 4,406 young people. **Double** the amount of young people and on a smaller budget
- Of the 2,062 in 2012/2013 1,434 young people **(75%) came solely from the summer** programme
- The report to Overview & Scrutiny from the Youth Service does **not give any data** on Youth Centre statistics outside of the summer period.
- If the Council believe the reduction in numbers is due to the Youth Service becoming more "targeted" and working on a one to one basis with young people, it is obvious from the data above that this has not happened either. 142 young people on a cost per a head basis is **extremely high** when compared to other one to one services.
- 2009/2010 data also included one to one working via Key work support and Counselling. (The Counselling team was cut in Feb 2011 due to apparent funding cuts).

Conclusion

It has been difficult to ascertain what the Council have delivered outside of the Summer Programme. It is also be hard to understand why the Council reconfigured its staffing to be **less flexible** in time of restricted resources and how working with such a **reduced number** of young people despite the human resourcing hours being so similar can be justified.

In times of austerity, the Council should be looking at how to become more effective and efficient. Quantity does not always translate into quality, however there are **no targets or outcomes** for quality to be assessed and the reduction in hours of access is worrying.

Strategic Needs Based Delivery

Performance Measurements:

We have been given a copy of the Councils "Strategy for Young People 2011 – 2014". We were unable to ascertain key performance monitoring data from this document and have requested the information several times, the most recent was via an FOI in February 2013:

Requests	Response
<input type="checkbox"/> What is the Youth Service measured against?	FOI LBH/1534813 from Jan Doust 1 st March 2013: "Information is not available"
<input type="checkbox"/> What are the targets of the strategy for young people?	FOI LBH/1534813 from Jan Doust 1 st March 2013: "Information is not available"
<input type="checkbox"/> What are your measurements of success for this strategy?	FOI LBH/1534813 from Jan Doust 1 st March 2013: "Information is not available"

The strategy constantly referred to "links" with 16 other strategies, although it did not explain how and gave no context. When we asked the Council to outline how, they informed us in FOI LBH/1534813 from Jan Doust 1st March 2013: that this "Information is not available"

Within the strategy, one of the actions was to "ensure that there is a systematic way of evidencing that services are having a positive impact on young people's lives". It is worrying that actions have been set with **no measurement methods** put in place from the outset and even had an action point to create a measuring tool!

Absence of Strategy:

The 20 page strategy had five pages of "outcomes, priorities and actions", this was repeated again albeit in a bright coloured table for another five pages, verbatim. So in essence this was a 15 page document.

There are severe concerns regarding the calibre of this strategy document that we have decided it would be pointless to assess it all. However we have chosen four examples to demonstrate its inability to be fit for purpose.

The "outcomes, priorities and actions" had **little or no strategic substance**. For example:

Priority	Action
Ensure that services have a positive impact on young people's lives	Explore and agree a core offer of youth work hours to be allocated to young people with disabilities which can be used to "purchase" access to leisure time provision e.g. someone to escort young people to sailing, horse riding, rock climbing, cinema, swimming pool etc.
Progress Report: No progress on this action had been given by the Youth Service to Overview & Scrutiny	
Concerns: <ul style="list-style-type: none"> <input type="checkbox"/> The action point within the strategy was to develop the strategy (!) <input type="checkbox"/> The most basic elements of delivery such as hours had not even been decided within the strategy <input type="checkbox"/> There was no assessment on the individual needs of this varied group of young people <input type="checkbox"/> In absence of a needs assessment it was still decided a series of recreational activities would meet the needs of this vast client category <input type="checkbox"/> The action lacks ambition for young people with disabilities <input type="checkbox"/> The strategy is in its final year of operational delivery & has yet to lay the foundations for this priority 	

The Overview & Scrutiny Committee had asked the Youth Service to provide evidence of how **it is** preventing youth offending. The strategy states the following:

Priority	Action
Ensure young people feel safe in all environments (e.g. at school and on the street)	Devise and adopt a practical approach to gang issues in conjunction with key partners and existing strategies
Progress Report: The progress report from the Youth Service described the operational workings of a completely different service within the Council: Youth Offending Service (YOS). This service has a separate budget, is a statutory legal requirement to act as a "probation" service for under 18s	
Concerns: <ul style="list-style-type: none"> □ The action point within the strategy was to devise the strategy (!) □ The most basic elements of delivery was still at development stage at the point of strategic planning □ The progress report could not explain its role within preventing youth crime □ There is no assessment on the gang issues within the borough □ The strategy is in its final year of operational delivery & has yet to lay the foundations for this priority 	

Probably **the most important priority** is the value that young people have of a service that is delivered for them and any scrutiny of this service should be very interested in the views of service users.

Priority	Action
Provide evidence that services are valued by young people	Develop and undertake a schedule of young people-led inspections of service. Develop a way of effectively feeding back to young people and parents
Progress Report: This priority was completely omitted from the progress report by the Youth Service to Overview & Scrutiny	
Concerns: <ul style="list-style-type: none"> □ The action point within the strategy was to develop quality assurance framework that underpins the strategy (!) □ All action points were at embryonic stages of design □ The progress report completely omitted this priority □ The strategy is in its final year of operational delivery & has yet to demonstrate how the service and thus strategy has been valued. 	

The progress report states that it will be focusing on early identification of young people

Priority	Action
Ensure there are early identification systems in place so that at risk young people receive help and support before their situations escalate	Ensure that there is an appropriate balance of one to one (targeted) and group work (universal) so that there are appropriate positive activities in which young people can engage. Ensure targeted interventions are directed at those young people that need them most
Progress Report: 142 referrals received from agencies such as the PRU, Social Services.	
Concerns: <ul style="list-style-type: none"> □ As we have highlighted the numbers of young people worked with is very low □ Referrals for 'early' identification are coming from agencies like the PRU, suggesting the young person(s) has already reached the stage of school exclusion or Social Services eluding to the understanding these young people are already on the radar of a Social Worker. 	

- The case studies provided in the progress report highlight concerns on the assessment process, the issues presented are the statutory responsibility of various statutory council departments, i.e. Asylum Seekers, housing for under 18s, family breakdown and child protection
- These cases do not suggest these are 'early' enough and it appears that staff from the Youth Service are adopting a quasi Social Work role
- Staff from the Youth Service are not qualified Social Workers or are not being employed to adopt the legal role of a Social Worker.
- The infrastructure of supervision and case management that should be provided for Social Work do not appear to be in place and this is a risk for the Council
- As staff are not operating as established Social Workers, they are not operating under HCPC regulations.
- Their job titles are not professionally established (i.e. they are not termed as a Youth Worker or Social Worker) and therefore are not operating under any professional code of ethics. The strategy does mention working with the National Youth Agency in regards to the 3rd Sector but no evidence can be found that they are adopting the National Occupational Standards of Youth Work for their own staff.
- The progress report cites that more referrals are coming from Tottenham wards, this matches the needs assessments widely available. Yet the Council have clinically distributed staff resources equally across the borough regardless of differing geographical need

Conclusion:

- £2.1m is a fantastic investment for the Council to make.
- This 'strategy' document is not outlining how it will be spent, how it will benefit residents, how it will be accountable for that spend and what residents (and Councillors) should be expecting.
- The Council appear to using staff from the Youth Service to address the capacity shortfall of other services, such as Social Services. It should be looking to assess the current requirements for a capable Social Services department.
- This use of staffing is unfairly taking away a Youth Service from young people.
- The progress report is not matching the priorities set and in absence of targets and quantifiable measurements it is hard to ascertain the value this service is delivering to young people of the borough.

Recommendations

Abort The Delivery Of The Youth Strategy

There is no value in the Council continuing to try and make this strategy work, it has major flaws which cannot be rectified solely from making amendments. What it shows is the Council is determined not to operate a Youth Service, despite the constant requests for one from young people, various post riot reports (including ones commissioned by the Council itself) and the wider community. Instead the Council appear to be insistent on creating a sub team of Social Workers to try and rectify shortfalls from other departments at the expense of young people losing a Youth Service they desperately need in the current social, economical and political climate. A new strategy with actual outcomes and measurements that reflect young people's needs should be developed.

Confirm The Name Of The Service

Throughout our discussions over the past year with the Council and even within the Overview & Scrutiny report, the service has been referred to by different names. Either the Council has a "Youth Service" or it does not. A "Youth Service" has specific aims and objectives, which can be found in most local authorities across the country and enables professional consistency. It is our recommendation that this department is officially known as the "Youth Service".

Conduct A Financial Audit Of This Service

The management of this department has shown severe inconsistencies of its budget allocation dating back to 2010, to the point that even Councillors believed they voted for a budget 'cut' that did not actually happen or need to happen. The level of finances compared to the level of delivery demonstrates poor management for the Council's [thus the tax payers] return on investment. We cannot see how the Council spent £2.1m given what it has delivered. Numbers of young people benefiting from the service has halved, the level of access to provision has been reduced by 80% and young people/the community have lost many services they need including qualified Counselling, estate based provision and access to safe spaces to positively develop.

Youth Work Training For Managers

It is apparent that Senior Management overseeing the Youth Service has little or no understanding of Youth Work. This is an established profession with a specific framework of delivery, yet the Council feels it can just have voluntary organisations pay to rent the premises and deliver activities. There is no curriculum of what the young people will be learning from activities, how activities can become the solution for many of the issues young people face and there is no accreditation or qualification opportunities being offered. The scope for the Council to use Youth Centres to offer work based opportunities, skill development and entrepreneurial opportunities have been missed. For example, young people have a wide skill base in Sports, Music, Media, Arts, ICT & can be paid by the Council to deliver these to their peers under the supervision of Youth Workers. Instead it aims to commission this delivery to others at a higher cost and misses the opportunity to provide employment and experience of work to young people in the borough.

Reopen Council Delivered Youth Centres

The Council has in its possession two purpose built Youth Centre buildings and access via arrangement to a third in Muswell Hill, all of which they are currently financing. As demonstrated in this report, they have been underused and have produced no savings for the Council. The staffing cost of 3 Youth Workers x 30hrs a weeks x 3 locations will cost the council an estimated £280,080 a year, this is just 15% of the allocated budget. Presently staff are working with between 4-8 young people each and this could be increased 500% if they change their delivery methods at no additional costs to the Council. The service should also be relocated back to Bruce Grove as a HQ to be back in the heart of the Tottenham community rather than giving this building as an office to other depts.

Rethink Age Range Changes

It is greatly worrying the Council is deciding to increase the age range of the Youth Service to encompass 8-12 year olds. The Council attempted this at great cost in 2002 with a merger of Play Service & Youth Service only to spend additional funds in 2006 to split the two services back as it failed. If the Council has concerns about the lack of provision for the 8-12 year old age group, it decided in 2011 to cut 100% of the Play Service funding and it needs to consider reinstating this service. These are two distinct age groups with differing needs, including sexual health; exams; careers; drugs; crime etc and they require a space for these issues to be tackled. It would be highly inappropriate to have such issues addressed in the presence of younger children. A wide range of considerations from Health & Safety, Parental Consent; Supervision etc will pose a problem and leave the Council restricted. The needs of young people (13-19) are too great in Haringey to have services merged or diluted with a totally separate client category.

Establish Borough Wide Teams

The Council is insisting on working within the parameters of Network Areas, it has clinically configured the Youth Service to have equal distribution of staffing resources allocated across these networks. In a borough with such differentiations of need, it makes no strategic sense to continue this model. The Council have already stated in their progress report that the wards in the 'South Network' have a greater number of referrals for one to one work and given the widely available needs assessments this should have been expected, yet despite the heightened needs, it has the same staff resources as the other two 'network areas'. The skill base of staff need to be matched to the needs of young people, if a staff member has a specific skill in working with gangs, this should not only be an asset to the 'networked area' they have been allocated to. Resources, including staff skills should be needs led.

Close The Junction

The "Junction" (a drop in advice and guidance location based within the library) is only working with 10 young people a week. Assuming this venue needs to be resourced with adequate staffing to safely be open and that it is paying rent, this presents very poor value for money. To put it more crudely, more young people are accessing betting shops in an hour than are accessing an advice centre in a whole week. It is evident that services for young people need to be in places they feel comfortable in and staff with IAG experience can be allocated to each Youth Centre providing a service where young people are, raising the access across the borough and at no additional cost as the venues are already paid for and other staff are on site to ensure health and safety.

Review Participation & Democracy

Young people involved in democracy and participation appear to be used to be consulted on adult initiated and adult led ideas. True ethical Youth Participation should focus on the ideas initiated from young people. They are a valuable resource for the Council to ascertain solutions for young people, yet are not being utilised in anyway. Although a devolved budget has been allocated, it is to the staff and not to the young people to make decisions upon. The Youth Council and UK Youth Parliament is a resident elected body, with some young people achieving a higher number of votes to take position than elected adult Councillors. They need to be allowed to have a sincere mandate, including regular meetings with their adult political counterparts to discuss pending issues and represent their constituents adequately.

Examine Voluntary Sector Relationship

The service only appears to be working with the third sector through commissioning, there is no integrated mutual partnership model. Funding is piecemeal and is resource intensive for small amounts. There is no transparency on how some organisations are getting access to resources, i.e. use of Wood Green Youth Centre where others were not informed of this opportunity. The Council should be assessing what in the borough is working for young people and support its continuation during times of financial pressure.