

# Performance and Finance Scrutiny Sub-Committee (Special) AGENDA

**DATE:** Monday 4 March 2013

**TIME:** 6.00 pm

**VENUE:** Cedars Youth &  
Community Centre,  
Chicheley Gardens, Harrow  
Weald, HA3 6QH

## **MEMBERSHIP** (Quorum 3)

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**Chair:** Councillor Sue Anderson

**Councillors:**

Ann Gate  
Jerry Miles

Tony Ferrari  
Barry Macleod-Cullinane (VC)

## **Reserve Members:**

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1. Nana Asante  
2. Varsha Parmar  
3. Zarina Khalid

1. Chris Mote  
2. Susan Hall

**Contact:** Manize Talukdar, Democratic & Electoral Services Officer  
Tel: 020 8424 1323 E-mail: [manize.talukdar@harrow.gov.uk](mailto:manize.talukdar@harrow.gov.uk)

## **AGENDA - PART I**

### **1. ATTENDANCE BY RESERVE MEMBERS**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

### **2. DECLARATIONS OF INTEREST**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Sub-Committee;
- (b) all other Members present.

### **3. PROGRESS REPORT: IMPLEMENTING THE OVERVIEW AND SCRUTINY COMMITTEE REPORT 'REDEFINING YOUTH ENGAGEMENT' (Pages 1 - 30)**

Report of the Corporate Director, Children and Families.

## **AGENDA - PART II - NIL**

**REPORT FOR: PERFORMANCE AND  
FINANCE SCRUTINY  
SUB-COMMITTEE**

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<b>Date of Meeting:</b>	4 March 2013
<b>Subject:</b>	Progress report: Implementing the Overview and Scrutiny Committee Report 'Redefining Youth Engagement'
<b>Responsible Officer:</b>	Catherine Doran Corporate Director Children & Families
<b>Scrutiny Lead Member area:</b>	Policy Lead Member for Children and Families – Cllr Christine Bednell  Performance Lead Member for Children and Families – Cllr Zarina Khalid
<b>Exempt:</b>	No
<b>Enclosures:</b>	APPENDIX 1 - Recommendations

**Section 1 – Summary and Recommendations**

This report sets out progress in taking forward the recommendations of the 'Redefining Youth Engagement' (RYE) review which was presented to the Overview and Scrutiny Committee on 30 May 2012.

On 19 July 2012 Cabinet noted the report and delegated authority to the Corporate Director, in consultation with the Portfolio Holder for Children, Schools and Families, to develop and implement the response, in partnership with local schools and the Harrow Youth Parliament.

This is a report of progress made in taking forward the 14 recommendations set within the wider context of the Council's priorities and the Government's 'Positive for Youth' agenda.

An Overview of the Youth Summit held on 29 November 2012 with the Action Plan drawn up by Harrow Youth Parliament to implement the 6 recommendations of the RYE Review considered in detail at the Youth Summit can be viewed at

[https://twitter.com/HYP\\_live](https://twitter.com/HYP_live)  
<https://twitter.com/HarrowYP>  
<https://www.facebook.com/HarrowYouthParliament>  
<https://www.facebook.com/HYPsummitUp2012?ref=hl>

### **Recommendations:**

1. That the Sub-Committee note the decision of Cabinet on 19 July 2012 to delegate authority to the Corporate Director, in consultation with the Portfolio Holder for Children, Schools and Families and endorse the programme of action set out in this Report and Appendices;
2. Additionally, the Sub-Committee agree to continue to actively enable young people to participate in the work of the Overview and Scrutiny Group Committee and to encourage other Council groups to act similarly.

## **Section 2 – Report**

### **Introductory paragraph**

Taking forward the programme of action set out in this report and appendices will strengthen the participation of young people in their engagement with the Council and their contribution to the Borough. It will enhance the decisions of the Council as they affect young people and provide young people with a range of experiences which will help them on their journey to adulthood and independence. This remains a dynamic process requiring the continued commitment and energy of all involved coupled with the resources to make these ambitions a reality.

### **Background**

The ‘Redefining Youth Engagement’ report was presented to the Overview and Scrutiny Committee on the 30 May 2012. The subsequent discussion was led by the Chair of the review group, Councillor Silver, assisted by members of the Harrow Youth Parliament.

The report was formally ‘received’ by Cabinet on the 20 June and discussed at Cabinet on 19 July 2012 when Cabinet noted the report and delegated authority to the Corporate Director, in consultation with the Portfolio Holder for Children, Schools and Families, to develop and implement the response, in partnership with local schools and the Harrow Youth Parliament.

Since that point, both Harrow Youth Parliament and the Children’s Services Youth Development Team have been working to take forward the recommendations of the report within the wider context of:

- key themes for young people expressed in Positive for Youth, the new approach to cross –government policy for young people aged 13 -19 published in December 2011, much of which also features in the Redefining Youth Engagement report
- meeting Council corporate priorities
- the new operating model for the Children and Families Service and the ‘Families First’ project
- ensuring that public funding is targeted primarily on young people at risk of poor outcomes
- the raising of the Age of Participation
- addressing youth unemployment and readiness for work
- building opportunities for volunteering and social action
- the continuing financial constraints for the Council and its partners

## **Make Your Mark 2012**

A further indication of the views of Harrow young people on the areas of most concern to them was registered in autumn 2012. Young people were invited to vote for motions to be debated in the House of Commons on 23 November 2012. Over 2000 Harrow young people voted, rating transport as their first concern and getting ready for work second. A Curriculum for Life has been chosen as the national campaign for the UK Youth Parliament in 2013. The Harrow vote was organised by Children’s Services staff and members of the Youth Parliament, Harrow registering the third highest voter turnout of all the London boroughs.

## **Current situation**

### **The Redefining Youth Engagement (RYE) Recommendations**

The content and recommendations of the RYE report have been considered in depth by YDT and young people of HYP, and shared by them with colleagues in Children and Families Services, the wider council and with our partners. Some of the recommendations have been achieved, a number are in progress and some are for later consideration. The recommendations have been further prioritised by the young people in terms of importance, resources and achievability. A number of the recommendations can be linked and the rest can be met and indeed strengthened by joining areas together. It is also recognised that where recommendations can be regarded as active, ongoing attention is often needed to ensure they are embedded.

Overall progress on the recommendations is attached at the end of this Report. A detailed action plan for the 6 recommendations considered at the Youth Summit has been drawn up by members of Harrow Youth Parliament and relevant officers. This can be seen at:

[https://twitter.com/HYP\\_live](https://twitter.com/HYP_live)  
<https://twitter.com/HarrowYP>  
<https://www.facebook.com/HarrowYouthParliament>  
<https://www.facebook.com/HYPsummitUp2012?ref=hl>

The Youth Summit was held on 29<sup>th</sup> November 2012. This will be referenced in the report on recommendations below and addressed in detail in the report on Recommendation 8.

### **Recommendation 1: Corporate Ownership; feedback to young people; a co-ordinated approach to youth engagement through the Youth Development Team**

The Corporate Director accepted lead responsibility for youth engagement on behalf of the Strategic Board and committed to working more closely with the HYP. A two monthly schedule for face to face meetings between the Corporate Director and the Lead Member for Children and Families is in place.

The Youth Development Team (YDT) has refocused its work and within the new operating model for the Children and Families Service, it has been tasked to secure the active engagement of children and young people receiving services from the Children and Families Services. The YDT has expanded provision for these young people including after school activities and homework clubs, a gangs' programme, increased mentoring, a youth employment programme and a cookery project for Looked after Children (LAC). All programmes at the evening youth club sessions' have been reviewed and updated.

The YDT is working with officers in Targeted Services to increase the involvement of Looked after Children in positive activities provided by the Council. A YDT officer has been linked to each team in the Targeted and Early Intervention Services to help staff identify where YDT could support their plans with young people and help encourage and support young people into services. YDT staff support the delivery of 'Young Voices', the monthly forum for Looked after Children that has also been refreshed and relaunched in light of the Scrutiny review. For example,

For example, this group has recently participated in a consultation on the proposed introduction of a 'health passport' for care leavers which would summarise their medical history to help them access health services more easily. Other LAC have recently contributed to a consultation on a new Leaving Care Charter which will be considered at Cabinet in April 2013. Additionally, eight Looked after Children attended the Youth Summit in November 2012.

A co-ordinated approach to youth engagement threads through these developments; the input of young people has been sought in the updating process and possibilities for the wider and continuing engagement of those young people is actively considered. As a further example, young people from the National Citizenship Service, a summer holiday programme with strong emphasis on volunteering and social action projects, participated in the LB Harrow day on preventing violence to women.

Additionally, Councillors have agreed the request of HYP that they should be more involved with Council processes and enabled to better understand actions taken and key decisions made. Senior officers have briefed them on several occasions on the committee and decision making structure, they now know how to access reports online and how to bring 'public questions' to

Cabinet, HYP have one person attending the Overview and Scrutiny Committee, two attending the Housing Scrutiny Panel and a further have joined the Cedars Youth and Community Centre Management Board.

### **Recommendation 2: Consider the greater use of Children's Centres and other council premises to engage young people around specific outcomes**

Harrow Youth Parliament has prioritised this recommendation for action. It was discussed in detail at the Youth Summit and builds on the Cabinet support given in December 2011 for extending the use of Children's Centres by an older age group of young people.

A task group of the Youth Parliament have had a number of meetings with Children's Centre managers' and they are now planning a pilot. Children's Centres staff are keen to support this development which is likely to be at the Chandos Centre where there is currently only limited youth provision in the immediate vicinity. The task group is identifying what activities could be provided and who the target audience will be. Other considerations include overtime for caretaker and cleaning staff, adult supervision (for insurance purposes) and equipment purchase and storage and the centre is currently equipped only for the pre-school age group.

Achieving this recommendation is being linked with recommendation 6 around social action with the plan that this be a youth led project supported by a YDT Officer.

YDT has refocused its activities which have enabled the Wealdstone Youth Centre to expand its programme. After-school provision is now available Monday to Friday from 4 – 6 pm, there is more day time and late evening use of the centre. Occasional Saturday workshops have also been added, alongside the regular Saturday club for young people with special needs. These activities have so far been provided within existing resources.

For any extension of opening hours or use of additional locations the questions of capacity, resources, and security (including who will open and close centres) is being considered. Whilst young people can undertake a lot of the work to take this forward, they do not have the time to do this unaided. YDT can provide some support to this, but the opening a new youth provision requires some additional paid staff input to ensure safe practice and security of the premises.

### **Recommendation 3: Explore the introduction of Young Ambassadors**

Young people have discussed how leadership opportunities can be developed and positive participation achieved and recorded. Rather than a group specifically known as Young Ambassadors they felt that the goals of this recommendation – challenging negative stereotypes, youth leadership, co-ordinating and influencing and encouraging participation in civic life - will be achieved through a combination of their growing involvement in Council processes highlighted in recommendation 1, and through the development of the social action agenda dealt with in recommendation 6 with the opportunities for leadership and positive contribution this will provide.

A graduate pathway is being developed by a YDT Officer for young people who have been involved in schemes such as the National Citizenship Service so that once engaged we have mechanisms in place to provide continuing opportunities for youth engagement through social action projects and volunteering which allow young people a more active role in civic life. Harrow Council is participating in the Duke of Edinburgh Young Leaders and the Challenge Network Academy, both of which provide leadership training and mentoring.

Additionally, the outcome of a joint application with one of our established partners, 'V' Talent, is awaited, and may provide further resource to build this area of young people's positive contribution.

Links continue with the Council's Communications Team and the local press as evidenced by the regular column in the Harrow Observer and Harrow People written by HYP members.

#### **Recommendation 4: The Council should reintroduce Summer University**

As noted in the report to Cabinet of 19 July 2012, based on previous experience, the reintroduction of a Summer University Scheme would require a budget of approximately £30,000 excluding staffing costs.

Analysis at the time indicated that the main beneficiaries of the activities were 'higher achieving' young people and with so many variable levels of participation, specific outcomes and benefits were impossible to evidence to any meaningful degree.

Given the direction from central government that public funding should be targeted primarily at young people at risk of poor outcomes, re-introduction of a universal Summer University, run in-house has not been pursued in this initial phase of implementing RYE recommendations.

However, Council led positive activities continue to run after-school and during holidays, targeted on localities with higher risks and needs such as Wealdstone and Rayners Lane. A wide range of sporting activities continue to be available and the Council supports, promotes and publicises activities by third sector partners who can access funding streams not open to the Council. Members of Harrow Youth Parliament were involved in the commissioning and assessment panels that selected eleven organisations to deliver a range of activities for young people during the 2012 school holiday periods, followed up by the quality assurance and monitoring process. This experience will help inform the list of potential providers for 2013.

The Council will continue to support the National Citizenship Scheme which will be delivered to this year to a further 180 young people by the Challenge Network and will encourage previous participants to offer themselves as paid or voluntary leaders and mentors.



### **Recommendation 5: Exploring the “Business case” around youth engagement; involving businesses and charities.**

Involvement with businesses is being developed in partnership with the Economic Development Team and local Careers Service providers to support young people to establish their readiness for work. Partnerships with schools, Council contractors and the local voluntary sector are being strengthened as part of the social action agenda and where practical as providers of work experience placements.

Ranked second highest in the Make Your Mark voting, readiness for work is highlighted within a number of the RYE recommendations. Whilst Harrow 16 - 19 NEET figures are lower than almost all other local authority areas at around 144, those who are NEET face considerable challenges in accessing and sustaining work, and all young people are aware that they face a challenging economic climate.

A partnership between the Youth Development and the Economic Development Teams have devised and delivered a work experience and job readiness programme targeted at NEET 16 – 25 year olds who are already receiving services with priority being given looked after children. A further programme begins in March 2013. As a consequence some of these young people have already found more permanent employment.

The learning from the pilot programme in autumn 2012 has helped inform a grant funding bid to the City of London Corporation to “Get Young People Working”. If successful this will expand the number of participants on the programme and strengthen the social skills and personal development learning, preceding the work experience and sector related learning, along with the mentor support during and after the programme. The outcome of this application is awaited.

Links with a range of employers and local businesses such as Sainsbury’s, Watford Football Club and the Harrow Observer are being built up which will in turn support the implementation of recommendation 5 and the development of a wider range of work shadowing opportunities for Harrow young people.

As recommended, Councillor Ferry has been approached for his formal engagement with the development apprenticeships and this is being progressed through the Council’s ‘Recession Busting’ group.

### **Recommendation 6: Youth Action arrangements**

This area is being developed. As part of the National Citizens Service a number of new youth action projects have taken place in 2012 including two in relation to homelessness and the environment. The youth action agenda has been given further impetus by the publication in December 2012 of a Cabinet Report “In the Service of Others - a Vision for Youth Social Action by 2020” which anticipates social action as the norm for all young people between the ages of 10 and 20, although the Government focus has been very much of the business and education sectors and uniformed youth organisation.

This recommendation was discussed at the Youth Summit and a detailed action plan is included in the Youth Action Plan.. An action group has been established to identify social action projects, one of which is likely to be the development of a youth led activity in a Children's Centre base.

The YDT Officer mentioned in recommendation 3 who is developing graduate pathways for young people who have been engaged in positive activities will support the young people develop youth action projects building on recent initiatives such as 'V-Talent' and the provision of the National Citizenship Service (NCS). Developing contacts established through the NCS programme and working closely with voluntary and community sector organisations suitable volunteering opportunities are already being identified Including Harrow Young Carers, HOPE, ASPIRE and Norwood. This will provide a graduate pathway for young people engaged through other programmes and activities, support the employment readiness pathway and provide opportunities for the development of a range of youth led social action projects, within the resource capacity available to support this work.

Implementing this recommendation therefore supports the achievement of recommendations 2, 3, 5 and also relates to recommendation 7 on Commissioning.

### **Recommendation 7: Involving young people in commissioning process**

Young people have been involved with the Children and Families Commissioning Team over the award of Positive for Youth contracts to voluntary sector groups in 2012 and the subsequent quality assurance of the projects delivered. Young people have also sat on a commissioning panels for a service valued at £320K providing consultancy on Systemic Family Therapy.

This recommendation was discussed at the Youth Summit and the action plan is contained in the Youth Action Plan. It builds on the experience of HYP representatives. They expect to be meeting with the Commissioners in March 2013 to take forward the plan and aim to have 15 trained young commissioners from a range of backgrounds and experience who can join the commissioning team decision making process.

YDT will support HYP in engaging young people who are not currently members of HYP in this development.

It should be noted that the limited availability of many young people due to school or college commitments can impact on the timeliness of the decision making process although adjustments are already being made to ensure it is integral to the Commissioning Team's focus.

### **Recommendation 8: The Council should lead a major borough summit; young people should help in the design and delivery**

An all day Youth Summit – 'Summit Up' was held at the Kadwa Patidar Centre Harrow on November 29<sup>th</sup> 2012., the first for several years. Young people from HYP helped in the design and delivery and prioritised 6 of the RYE recommendations for consideration within the Summit format. It was attended

by over 200 young people from a Harrow schools as well as young people from the Youth Offending Service, Children Looked After, the National Citizenship Scheme, the Youth Employment Scheme and the Tuition Service. Young people worked in round table groups of 8 – 10 with an exercise related to each recommendation to help frame the discussion. Each table was led by a young person from HYP assisted by an adult facilitator from Harrow Council or a partner organisation.

All Councillors were invited and a number were able to attend. Twenty five relevant organisations set up ‘market stall’ displays, and the Leader of the Council and local business representatives participated in a ‘question time’ panel.

Young People from HYP, supported by YDT officers, have since moulded the considerable volume of suggestions and feedback in to the Action Plan and overview of the Summit which can be viewed on the Twitter and Facebook accounts.

**Recommendation 9: The Council should develop its interface with the Harrow Youth Parliament and UKYP.**

Arrangements to develop the interface between the Council and the Harrow Youth Parliament have been put in place and are set out at recommendation 1. HYP has 4 representatives on the UK Youth Parliament and they regularly attend the UK National Conventions, the annual debate in the House of Commons and arrange the Making your Mark vote referred to in the background section of this report.

On occasions, members of the HYP have attended Cabinet and other Council committee meetings and events. They have also asked ‘public questions’ and lobbied their ward Councillors and MPs and this will be further encouraged in the future.

Young people have told us they appreciated their involvement in the Let’s Talk events and fed back positively on their experience of those meetings.

As part of previous budget savings, dedicated support for the Youth Parliament has been reduced to one member of staff, where previously there was a team of three. The work includes arranging the weekly meetings and their sub-committees, delivering training and briefings and providing transport and administrative support. As some members are as young as twelve and others have learning difficulties or special needs, this level of staffing places some limits on the breadth of participation that can be achieved.

**Recommendation 10: Councillors should meet young people regularly and ensure young people can influence key decisions**

The Children and Families Service Portfolio Holder now has two monthly meetings with HYP members and Councillors from all parties have expressed their interest in various other occasional arrangements on specific topics.

Young people are involved in Council meetings as set out under recommendation 1.

Work shadowing opportunities which Councillors is being investigated and will be part of the 2013 'youth take-over day, which has in previous years successfully involved the Mayor and the Chief Executive.

A group of young people are considering undertaking a survey of all Councillors to ascertain the extent of their engagement with young people in their wards. This could include visits to schools and youth clubs, accessibility of surgeries and volunteering at youth sports, arts and social events.

**Recommendation 11: A What's on Guide**

**Recommendation 12: A Youth Website**

**Recommendation 13: Using Social Media**

These recommendations are considered together as they all link to the issue of how best to communicate, inform and increase participation. Thriving twitter and facebook accounts are maintained by young people in addition to the youth website [www.harrow.gov.uk](http://www.harrow.gov.uk). The Twitter and Facebook accounts for real time communication and all three are used for sharing documents such as this one.

Young people are keen to see the website redeveloped, and for it to be more interactive, but do appreciate their attraction is often based on their speed, interactivity and timeliness, expensive aspects to maintain.

Action on the website has been identified as the priority area and YDT and the Comms Service are helping HYP members work with the Council web team to achieve this. Next steps include redesigning the existing web pages, determining content, establishing mechanisms for the regular updating of information and promoting use of the site.

It is has been proposed to recruit 4 young people on an annual basis to update the website for payment of £50 a month each (£2,400 a year).

Sustaining an up to date guide, website and managing social media engagement is resource intensive and will require protocols and safe operating systems to be in place as it will need to be under the auspices of Harrow Council.

**Recommendation 14: Citizen Journalists**

The HYP has always had a communications and media lead and on occasions have guest edited 'Harrow People' and similar publications. They also contribute regular columns in the Harrow People and Harrow Observer. Encouragement is also being offered to encourage young people to contribute to their school publications and to write reviews and reports on events they attend.

**Financial Implications**

The cost of implementing and sustaining the fourteen recommendations was calculated to be £140,000 including staffing, technology, promotion and

publicity. As stated in the Cabinet report some of the recommendations could be implemented with immediate effect, others would be funding dependent. Subsequently a growth bid was proposed as part of the 2013/14 budget round, confirmation expected from the Council in February.

## **Performance Issues**

There is considerable evidence to indicate that positive engagement can be cost effective and when delivered in a timely and considered way helps transform the lives of vulnerable young people and families.

This is in part the rationale which underpins the new operating model within the Children and Families Service, early intervention being an important investment in the future of our communities as 'later interventions' are considerably less effective if they have not had good foundations' (the Marmot Review 2010).

Particular performance indicators we would expect to see positively affected include:

- a reduction in the number of permanent and fixed term exclusions from high schools (23 pupils, representing 0.07% of school population received a permanent exclusion in 2010-11 compared with a national average of 0.08%. Top quartile performance is 0.03%. For fixed term exclusions, the numbers were 1143, 3.66% compared with national 4.46%, top quartile 3.35%)
- a reduction in 16 – 18 year olds who are not in education, employment or training (NEET)
- increased participation of 17 year olds in education or training
- a reduction in the number of first-time entrants to the criminal justice system (Harrow's FTE rate per 10,000 young people between January and December 2011 was 597, compared with 'Youth Offending Team family' average of 590 and a London average of 891)
- narrowing the gap for children who are at risk of poorer education outcomes, through the better targeting of resources to those in greatest need
- improving practice and outcomes by addressing risk and protective factors at an early stage focusing on causes of problems not symptoms
- improving inter agency working by encouraging partners to think and work together to plan and deliver services in a seamless way
- increasing use involvement and staff satisfaction with a greater focus on reaching out to young people and families before crisis intervention becomes necessary
- an increase in the number of Council trained young mentors, volunteers and apprentices

- an increase in the number of local third sector organisations commissioned by the Council to provide positive activities for young people
- an increase in the number of young people engaged in sports, arts, drama and music at venues such as the Harrow Arts Centre, the Wealdstone Centre and the Cedars Youth and Community Centre
- ‘saving money’ by reducing the demand for intensive and expensive long-term interventions and improving the match between what is on offer and what is actually needed.
- Baseline data on each of the above is currently being collated for future comparison, but as with all Council actions, there need to be tangible outcomes and clarity as to the real difference being made.

## **Environmental Impact**

There are no environmental impact implications arising from this report.

## **Risk Management Implications**

Risk included on Directorate risk register? No

Separate risk register in place? No

There are no clearly identifiable risk implications but failure to engage young people in their local community and share ownership in the future of Harrow could in some cases lead to further youth disengagement and an increase in long-term unemployment and anti-social behavior.

## **Equalities implications**

Was an Equality Impact Assessment carried out? No

The timing of an Equality Impact Assessment has been discussed with the Policy and Partnership Team and they have advised that it should be carried out in conjunction with any key actions arising from the delivery plan. As the Action Plan moves to delivery, further advice will be obtained on this point.

## **Corporate Priorities**

Successful youth engagement will impact on at least two of the corporate priorities:

- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.

As set out in the Scrutiny Committee report, young people have a stake in the Harrow community and are often the major users of public services – e.g. schools, transport, the town centre, leisure facilities, parks and open spaces.

It is important that young people have an opportunity to contribute to their design and development and can influence the decision and policy makers. In order to achieve this, individual Councillors and officers may need to reconsider how they engage with younger members of the public, in particular the timing and location of meetings and the language and style of their presentation.

### **Section 3 - Statutory Officer Clearance**

Not applicable.

### **Section 4 - Contact Details and Background Papers**

**Contact:** Richard Segalov, Divisional Director, Early Intervention Services,  
Tel: 020 8420 9344 Email: richard.segalov@harrow.gov.uk

**Background Papers:** None

## APPENDIX 1

### Overview and Scrutiny Committee: Redefining Youth Engagement Report from Scrutiny Review Group May 2012

#### C. RECOMMENDATIONS

“The Review Group makes the following recommendations which are not given hierarchically but to follow the structure of the report’s discussion. These are intended to complement the Council’s direction of travel with regard to meeting the needs of young people and add some further thinking, based on what young people have told us through the course of our review”

They are being taken forward by the Portfolio Holder Children, Schools and Families, Corporate Director Children and Families’ Service Harrow Youth Parliament and the Youth Development Team, and engaging other Council departments and external partners.

#### RECOMMENDATIONS ON GENERAL POLICY DEVELOPMENT:

14

RECOMMENDATIONS:	PROGRESS ON ACTIONS:	WHEN
<p><b>RECOMMENDATION 1:</b> Designated corporate ownership of the Council’s responsibility around youth engagement that can be routinely measured should be introduced. The Corporate Director of Children and Families Service should take the strategic lead on behalf of the Corporate Strategic Board and work with the Harrow Youth Parliament to ensure that developments are regularly fed back to young people. The introduction of a new Youth Development Team in the new operating model for Children’s Service should be seen as an opportunity to adopt a more coordinated approach to youth engagement across the Council.</p>	<p>The Corporate Director accepted this lead responsibility on behalf of the Strategic Board and committed to working more closely with the HYP. A six weekly schedule for face to face meetings between the Corporate Director and the Lead Member for Children and Families is in place.</p> <p>The Youth Development Team (YDT) has refocused its work and within the new operating model for the Children and Families Service, it has been tasked to secure the active engagement of children and young people receiving services from the Children and Families Services. Individual YDT officers are linked</p>	<p>Achieved and ongoing</p>



**Why?** Because our mapping exercise of the Council's engagement with young people found that current efforts are uncoordinated and are often ad hoc.

to each team within Children and Families Services. Information has been produced to make clear opportunities for young people. YDT has expanded provision for these young people including after school provision, a gangs programme, increased mentoring, a youth employment programme and a cookery project (with looked after children). YDT has refocused on the involvement of young people in designing services they will find useful and ensuring that the voice of the young person is heard both during the activity, in the longer term development of services and in the wider civic world. YDT has also linked with LAC participation to maximise the involvement of looked after children.

Officers from the YDT will contribute to planned developments with to increase participation of young people in arrangements to co-determine their service provision, and wider participation of young people in community and political life. They will also support young people in taking forward recommendations of the RYE Report linking particularly with social action and social media developments.

Councillors agreed the request of HYP that they should be more involved with Council process to engage with these and better understand actions taken and key decisions made. HYP now have one person attending the Overview and Scrutiny Committee and two people attending the Housing

	<p>Scrutiny Panel. Additionally, two young people have joined the Cedars Management Board.</p> <p>Members of HYP are responding to an offer from Councillor Perry, on behalf of Community, Sports and Cultural Services, to participate in a consultation on Library transformation.</p>	
<b>RECOMMENDATIONS:</b>	<b>ACTIONS:</b>	<b>WHEN</b>
<p><b>RECOMMENDATION 2:</b> As part of the Council’s review of children centres consideration should be given to the use and development of Council premises – including Neighbourhood Resource Centres, Cedars Centre and Wealdstone Youth Centre – for engaging young people around a specific set of outcomes (community volunteering, campaigning, communications, confidence building and understanding democracy). The sites should include services for teenagers, especially in areas where young people say they have nothing to do, nowhere to go and nowhere to call their own. Any future ‘youth offer’ should also make the most of what the borough already has to offer around access to sports, music and the arts, health advice and other specialist youth support services. Particular attention should be given to the most disadvantaged areas of Harrow and providing specialist intervention and support for teenagers in difficulty.</p> <p><b>Why:</b> Because much negative behaviour can be avoided if</p>	<p>This recommendation was discussed in detail at the Youth Summit on 29.11.12 and builds on the Cabinet support given in December 2011 for extending the use of Children’s Centres by an older age group of young people. The Action Plan for this recommendation can be found in Appendix 3.</p> <p>In summary, a task group of the Youth Parliament have had a number of meetings with Children’s Centres and is working with the Children’s Centres to develop youth activities within a pilot centre. This will in turn link with recommendation 6 around social action with the plan that this be a youth led project supported by a YDT Officer.</p> <p>YDT has refocused its activities which has enabled Wealdstone Youth Centre to expand activities carried out there. After-school provision is now available</p>	<p>3 youth led projects in 2013/2014</p> <p>Initial project planned for Chandos Children’s Centre May 2013</p>

<p>young people have positive things to do and relevant places to go, as reinforced by residents through Better Together research, and the Council's children's centres and other community sites are ideally placed to plug this gap. Young people told us that more safe and exciting places to go was a top concern with many signaling that a lack of facilities can lead to boredom and bad behaviour.</p>	<p>Monday to Friday from 4 – 6pm, there is more day time use of the centre; an additional evening has been added to the existing programme. Occasional Saturday workshops have also been added, alongside the regular Saturday club for young people with special needs. These activities have been provided within existing resources. Further extension would necessitate additional resourcing.</p> <p>For all extensions of opening hours and use of additional locations the questions of capacity, resources, and security (including who will open and close centres) require consideration.</p> <p>Whilst young people can undertake a lot of the work to take this forward, they do not have the time to do this unaided. YDT can provide some support to this, but the opening a new youth provision requires some additional paid staff input to ensure safe practice and security of the premises.</p>	
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<b>RECOMMENDATIONS:</b>	<b>ACTIONS:</b>	<b>WHEN</b>
<p><b>RECOMMENDATION 3:</b> The Council, the Harrow Youth Parliament and others, should explore the introduction of young ambassadors as one way to tackle the negative stereotyping and labels around young people and as a way to give leadership to and accountability for young people, as well as a route to improve local public services young people rely on. A group of young ambassadors would also provide a clear leadership and coordinating role around influencing, commissioning and a diversity of voices in encouraging participation in democracy and civic life.</p> <p><b>Why?</b> Because Harrow's young people want to be involved in their communities and many already demonstrate community activism, although this is often dissociated from local democracy or politics which are seen as boring or irrelevant. Young people will participate more if they can relate to democracy ambassadors who are a trusted face to other young people. Young ambassadors also raise the visibility of young people and awareness of issues affecting them and provide an opportunity to the HYP to take more responsibility for linking Council and policy work to local young people and campaigns. A young ambassador scheme will need wide-ranging support mechanisms and will be a high demonstration that the Council is serious about changing the lives of young people in the borough and are listening to their concerns. How it is presented</p>	<p>Further to the observations made in the Report to Cabinet of 19 July 2012, young people have discussed how leadership opportunities can be developed and positive participation achieved and recorded.</p> <p>This will be achieved through a combination of their growing involvement in Council processes highlighted in recommendation 1, and through the development of the social action agenda dealt with in recommendation 6.</p> <p>A graduate pathway is being developed by a YDT Officer for young people who have been involved in schemes such as the National Citizenship Service, and LB Harrow is participating in the Duke of Edinburgh's Young Leaders training 2013/2104 which provides leadership opportunity for 4 young people.</p> <p>The outcome of an application by one of our partners V Talent is awaited and may provide additional resource to build this area of young people's positive contribution.</p> <p>Links continue with the Council's Communications</p>	<p>For action in 2013/ 2014</p> <p>Young Leaders training – 4 young people identified.</p> <p>Training commences April 2013</p>

<p>and delivered will be important. Young ambassadors complement Government's direction around 'Positive for Youth' to get young people involved in decision making and widens Harrow's National Citizens Service programme.</p>	<p>Team and the local press as evidenced by the regular column in the Harrow Observer and Harrow People written by a HYP member.</p>	
<p><b>RECOMMENDATIONS:</b></p>	<p><b>ACTIONS:</b></p>	<p><b>WHEN</b></p>
<p><b>RECOMMENDATION 4:</b> The Council should look to reintroduce a summer university scheme, backed by a commercial and/or charitable partner, to provide free courses to young people (including those up to 25 years with a learning disability) on communications, influencing, confidence building, community volunteering and campaigning. Camden's summer university and Tower Hamlets' Futureversity could provide a steer for this.</p> <p><b>Why:</b> Because a summer university gives young people valuable accreditation for new skills, contributes to community life and wellbeing, improves participation and knowledge of democratic processes in future voters and enhances young people's employability. Building up young people's skills is positive for youth engagement and active citizenship. It arms young people with skills to help their future employability as well as providing positive activities during summer holidays, bringing together different groups of young people who do not always get to interact and share experiences. Residents and Council staff on Better Together focus groups said that young people had little to do in the form of structured activities and a summer university helps to anchor young</p>	<p>As noted in the report to Cabinet of 19 July 2012, based on previous experience, the reintroduction of a Summer University Scheme would require a budget of approximately £30,000 excluding staffing costs.</p> <p>Analysis at the time indicated that the main beneficiaries of the activities were 'higher achieving' young people and with so many variable levels of participation, specific outcomes and benefits were impossible to evidence to any meaningful degree.</p> <p>Given the direction from central government that public funding should be targeted primarily on young people at risk of poor outcomes, re-introduction of summer university has not been pursued in this initial phase of implementing RYE recommendations.</p> <p>Some Council run positive activities continue to run in Harrow after-school and during holidays, targeted on localities with higher risks and needs such as Wealdstone and Rayners Lane. Members of Harrow Youth Parliament were involved in the assessment</p>	<p>Not specifically timetabled for action in 2013/2014, but partnerships with voluntary sector providers including the Challenge Network (NCS) and Watford FC (Kickz) are being extended</p>

<p>people in positive activities during the long summer holidays when chances to get involved in positive, structured activity is limited.</p>	<p>panel that selected eleven organisations to deliver a range of activities for young people during the school holiday periods and subsequent monitoring of project delivery.</p> <p>The Council will continue to support the National Citizenship Scheme which will be delivered to 180 young people by the Challenge Network from 2013 and seek to ensure that a wide range of young people benefit from this opportunity during the summer and autumn programmes.</p>	
<p><b>RECOMMENDATIONS:</b></p>	<p><b>ACTIONS:</b></p>	<p><b>WHEN</b></p>
<p><b>RECOMMENDATION 5:</b> The Council should look to explore the ‘business case’ around youth engagement, in both senses of the word, in delivering better outcomes for young people. Firstly, a business case for the Council in investing to save through youth engagement and secondly, in the case for business to be involved in delivering outcomes through economic development. Business has a vital role to play in supporting youth services in the current climate. There is a real, current social need for business and charities to work with and champion young people and the organisations that support them.</p> <p><b>Why:</b> Because youth engagement will create better policy, is more likely to meet young people’s needs and therefore more likely to work in practice when supporting young people.</p>	<p>Involvement with businesses is being developed in partnership with the Economic Development Team to support young people develop their readiness for work. Partnerships with the voluntary sector will be strengthened as part of the social action agenda and again in terms of volunteering opportunities and work readiness.</p> <p>YDT has recently applied for funding for a project with the voluntary sector to support vulnerable young people who are NEET achieve work readiness and employment.</p> <p>Councillor Ferry has yet to be approached for his formal engagement with this development. Whilst</p>	<p>For action in 2013/ 2014</p> <p>2<sup>nd</sup> Work experience and work readiness programme commences March 2013.</p>

<p>Developing a business case will help save the long-term consequences of not engaging, for example, anti-social behaviour. In the case for business, by working in partnership with business and the voluntary sector the local economy can benefit from better skills in young people and we can create a whole community that is more positive about youth. Participation creates a sense of ownership and community.</p>	<p>some actions have taken place, this remains an area for fuller development and will feature in the YDT work plan for 2013/2014.</p>	
<p><b>RECOMMENDATIONS:</b></p>	<p><b>ACTIONS:</b></p>	<p><b>WHEN</b></p>
<p><b>RECOMMENDATION 6:</b> The Council should consider piloting youth action group arrangements, like in Camden, to encourage young people to campaign and lead volunteering projects that tackle community problems. This could perhaps dovetail with the current Neighbourhood Champions scheme. Consideration should be given to integrating more young people into the Council's Neighbourhood Champion's programme.</p> <p><b>Why?</b> Because young people have told us that they want to be more involved in local decision-making. Youth action groups encourage discussion and debate to address local issues. Neighbourhood Champions is an existing scheme which asks community volunteers to alert the Council of community problems.</p>	<p>As part of the National Citizens Service a number of new campaigns have taken place in 2012 including two in relation to homelessness and the environment. The youth action area has been given further impetus by the publication in December 2012 of a Cabinet Report "In the Service of Others _ a Visions for Youth Social Action by 2020" which anticipates social action as the norm for all young people between the ages of 10 and 20.</p> <p>This recommendation was discussed at the Youth Summit on 29.11.12 and a detailed action plan is included at appendix 3. An action group has been established to identify social action projects, one of which is likely to be the development of a youth led activity in a Children's Centre base.</p>	<p>For action in 2013/ 2014</p> <p>Children's Centre Project planned for May 2013</p>

<p><b>RECOMMENDATION 7:</b> As the Council continues to develop its commissioning models and mechanisms, it should involve young people in commissioning decisions from design to implementation, wherever appropriate. This involvement in the Council decisions should form one part of a wider involvement scheme that rewards youth engagement. For example, the scheme used by Hammersmith and Fulham Council secures young people as volunteers in Council work and importantly provides a tiered system for reward and recognition. Time and resources should be invested in supporting young people through training for these greater roles.</p> <p><b>Why?</b> Because involving young people will create better policy, is more likely to meet young people's needs and have successful outcomes.</p>	<p>This recommendation was discussed at the Youth Summit on 29.11.12 and the action plan is contained in Appendix 3.</p> <p>The action plan builds on the experience of Harrow Youth Parliament representatives' involvement with the Children and Families Commissioning Team over the award of Positive for Youth contracts to voluntary sector groups. YP have also sat on a commissioning panel for a service valued at £320K providing consultancy on Systemic Family Therapy.</p> <p>HYP members expect to be meeting with the Commissioners in March 2013 to take forward the plan and aim to have 15 trained young commissioners from a range of backgrounds and experience who can join the commissioning team decision making process.</p> <p>It should be noted that the limited availability of many young people due to school or college commitments can impact on the timeliness of the decision making process although adjustments are already being made to ensure it is integral to the Commissioning Team's focus.</p>	<p>In progress</p> <p>Meeting commissioners in March.</p> <p>Target for trained group June 2013</p>
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## RECOMMENDATIONS ON IMPROVING COMMUNICATIONS:

RECOMMENDATIONS:	ACTIONS:	WHEN
<p><b>RECOMMENDATION 8:</b> The Council should lead a major borough ‘youth summit’ with partners, politicians, and local business as part of a “Harrow Youth Week” which recognises and celebrates Harrow’s young people and as part of the Council’s ongoing ‘Let’s Talk’ programme and commitment to engage with young people. Young people should help in the design and delivery of this.</p> <p><b>Why?</b> Because the Let’s Talk programme should make better reference to Harrow’s outstanding young people. The Residents’ Panel Survey shows that Harrow residents believe that the Council does not consider the views of young people enough when making decisions, yet it is important to value and learn from young people’s ideas. Harrow needs a ground-breaking conference for young people to boost youth participation in community activities and political life. The conference should aim to produce a youth action plan for Harrow which road tests the recommendations of this scrutiny review’s report.</p>	<p>A Youth Summit was held on Thursday 29 November 2012. The Summit was attended by over 200 young people from a range of schools as well as young people from the Youth Offending Service, Children Looked After, the National Citizenship Scheme, the Youth Employment Scheme and the Tuition Service.</p> <p>A number of local politicians attended; 25 partner organisations participated bringing information to Market Stall displays, and business representatives participated in a question time panel.</p> <p>Designed by the Young People, the main focus of the event was roundtable work on taking forward 6 of the RYE recommendations which they felt best leant themselves to consideration in this format and which they felt they could prioritise for action. HYP facilitators each supported by an officer from the Council or partner organisation led a discussion on their table each with 8 – 10 participants.</p> <p>Young People from HYP, supported by YDT officers, have since moulded the considerable volume of suggestions and feedback in to the Action Plan attached at Appendix 3</p>	<p>Achieved</p> <p>Youth Summit took place on Thursday 29 November 2012, another is planned for 2013/14</p>

RECOMMENDATIONS:	ACTIONS:	WHEN
<p><b>RECOMMENDATION 9:</b> The Council should foster a more developed interface with the Harrow Youth Parliament and UK Youth Parliament, a relationship that promotes better two-way dialogue. This should recognise that the UKYP is undergoing change with more consideration being given to young people as campaigners in their own right. The Harrow Youth Parliament should consider expanding its remit to that of a Youth Adviser Network which pledges to achieve change through committing to a level of involvement with the Council, as part of a system of 'give and take' rewards for participation and involvement.</p> <p><b>Why?</b> Because the Harrow Youth Parliament have told us that they want to get more involved and have a more consistent dialogue with decision makers, including Cabinet members, Councillors, Assembly Members and MPs. The Residents' Panel highlighted to us that the Council does not consider enough the views of young people when making decisions.</p>	<p>Harrow has a well developed interface between the Council and the Harrow Youth Parliament which in turn has 4 representatives to the UK Youth Parliament. These 4 representatives regularly attend the UK National Conventions and the annual debate in the House of Commons.</p> <p>Each year young people nationally are invited to vote to decide which topic will be debated at the annual House of Commons event. In 2012, Harrow young people recorded the 3<sup>rd</sup> highest vote in London with 2008 young people casting their vote. Getting ready for work was the chosen topic and the subject of the debate; this ranked highest amongst Harrow young people and young people nationally.</p> <p>On occasions, members of the HYP have attended Cabinet and other Council committee meetings and events. They have also asked 'public questions' and lobbied their ward Councillors and MPs and this will be further encouraged in the future.</p> <p>Young people have told us they appreciated their involvement in the Let's Talk events and fed back positively on their experience of those meetings.</p> <p>As part of recent budget savings, support for the Youth Parliament in 2012/ 2013 has been reduced to</p>	<p>Partly achieved: Interface between Council and HYP via scrutiny panels.</p> <p>Full achievement dependent on identification of additional staff capacity</p>

	<p>one member of staff, where previously there was a small team. The work includes arranging the weekly meetings and their sub-committees, delivering training and providing administrative support. As some members are as young as twelve and others have learning difficulties or special needs, consideration will need to be given to adding to the capacity, potentially taking staff away from more targeted and statutory duties.</p> <p>This staffing level limits the participation of HYP and especially the ability to attract a broader membership from more disadvantaged backgrounds. Consequently, the ability and capacity of HYP is also limited and this will impact on the number of actions that will be met within this report.</p>	
<b>RECOMMENDATIONS:</b>	<b>ACTIONS:</b>	<b>WHEN</b>
<p><b>RECOMMENDATION 10:</b> Councillors, especially Cabinet members, should meet with young people at dedicated times throughout the year with meetings linked to key debates that young people can actually influence, for example the Council's annual budget setting. The Council should promote more opportunities for all young people to engage in a greater two-way dialogue with Councillors and decision-makers, for example through shadowing opportunities, volunteering placements and quarterly question time events that are timed</p>	<p>The Children and Families Service Portfolio Holder now has monthly scheduled meetings with HYP members and Councillors from all parties have expressed their interest in various other occasional arrangements on specific topics.</p> <p>Young people are involved in Council meetings as set out under recommendation 1.</p>	<p>Regular meetings with portfolio holder achieved.</p> <p>Further development of interface</p>

<p>so as to influence key Council decisions.</p> <p><b>Why?</b> Because if the Council is to have future meaning it must be relevant to the next generation. If new forms of engagement are to be effective, it is not just young people who should give up their time – Councillors should share some of their power.</p>	<p>Young People wish to pursue work shadowing opportunities which Councillors have offered.</p> <p>The YDT Officer for HYP and HYP themselves have not had capacity to action this further at this stage, given their prioritisation of other recommendations of the Report.</p> <p>Young people would like to hold a further question time event, but are conscious of over committing themselves to the number of actions they can accomplish and likewise officer capacity to support this requires identification.</p>	<p>opportunities subject to resourcing</p>
<p><b>RECOMMENDATIONS:</b></p>	<p><b>ACTIONS:</b></p>	<p><b>WHEN</b></p>
<p><b>RECOMMENDATION 11:</b> Young people should have a ‘what’s on’ guide available to them (e.g. listing activities, providing explanations of what the Council does and how young people can influence local decisions), similar to the ‘what’s on’ guide produced for children and families by the Communications department each year. This could, with support, be produced by young people and provide a useful sign post magazine (print or online) to volunteering opportunities that the Council has negotiated with employers and other organisations, available at the Council and in the community. This could be launched at an ‘open day’ – a dedicated event for young</p>	<p>Recommendation 11, 12 and 13 were considered together at the Youth Summit as they all link to the question of how best to communicate, inform and increase participation.</p> <p>The action plan for these areas features at Appendix 3. Young people wish to develop a What’s On Guide linked to a youth website which also includes social media links.</p> <p>They have established a working group who have met</p>	<p>In progress.</p> <p>Further meeting with web team in February 2013.</p> <p>Redesign web pages April 2013</p>

<p>people where the Council invites them to learn more about the Council, what it can do for them and how they can influence it – a positive way to build up the relationship between young people and the Council which scrutiny could facilitate.</p> <p><b>Why?</b> Because young people have told us that that they are unclear on what the Council does and what it offers. They want more Council and Councillor visibility and this would demonstrate what the Council can offer young people's lives. The young people with learning disabilities who we talked to asked for an open day on how local democracy works as they want to get more involved. Many young people told us that the Council should look to build a stronger relationship with them.</p>	<p>with the LBH web team. Next steps include redesigning the existing web pages, determining content, establishing mechanisms for the regular updating of information and promoting use of the site.</p> <p>It is proposed to recruit 4 young people on an annual basis to update the website for payment of £50 a month each (£2,400 a year.)</p> <p>Sustaining an up to date guide, website and managing social media engagement is resource intensive and will require protocols and safe operating systems to be in place if under the auspices of Harrow Council.</p>	<p>Recruit young people May 2013 (subject to confirmation of resource)</p>
<p><b>RECOMMENDATIONS:</b></p>	<p><b>ACTIONS:</b></p>	<p><b>WHEN</b></p>
<p><b>RECOMMENDATION 12:</b> The Harrow youth website needs to be overhauled. Young people should be given a dedicated online space like the 'student room' which offers useful opportunities for conversations about local issues, provides clear links to volunteering, jobs and skills development opportunities, is a portal for exchanging conversation and goods, and signposts to Council and community information. A dedicated resource should be identified to work with young people and facilitate development of the website.</p> <p><b>Why?</b> Because young people have told us that the website was ineffective and did not provide useful information, or meet</p>	<p>See rec 11</p>	<p>In progress</p>

<p>their needs.</p>		
<p><b>RECOMMENDATION 13:</b> The Council needs to develop a strategy for the use of social media especially where the target audience is young people.</p> <p><b>Why?</b> Because young people told us that social media platforms are one means of engaging with them but is more likely to succeed if run by young people themselves and built on existing and trusted relationships.</p>	<p>See rec 11</p>	<p>In progress</p>
<p><b>RECOMMENDATIONS:</b></p>	<p><b>ACTIONS:</b></p>	<p><b>WHEN</b></p>
<p><b>RECOMMENDATION 14:</b> The Council should pilot a ‘press gang’ of budding ‘citizen’ journalists who can gain work experience in the press office and get their articles about the community published in Harrow People, magazines for Council</p>	<p>The HYP has always had a communications and media lead and on occasions have guest edited ‘Harrow People’ and similar publications, and contribute regular columns in the Harrow People and</p>	<p>Press contributions continue on a</p>

<p>staff and other publications for young people.</p> <p><b>Why?</b> Because young people and other local authorities have told us that Council magazines will seek most resonance with young people if they are involved in an editorial capacity. They will also gain valuable work experience and skills, and can take great pride in getting their work published which they can add to their portfolios of community achievements.</p>	<p>Harrow Observer.</p> <p>There may be scope for further developing this area in terms of work experience opportunities and this recommendation will be actioned within the workstream for recommendation 5.</p>	<p>regular basis</p>
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