



The Hillingdon Youth Offer Vision

This document provides an overview of the Hillingdon Youth Strategy. Once this approach is agreed, a comprehensive 5-year strategy will be developed to provide and encompass a youth offer that incorporates the voluntary and community sector, universal life skills and targeted services such as mental health. This strategy will focus on the way in which we will deliver our Youth Offer across the borough and it will have, at its centre the principle of co-production with children and young people. This will ensure that children and young people's voices are at the centre of what we do, will be informed of our commitment to relationship-based practice and will put our young residents first.

As part of the strategy, we will encourage engagement from across the youth sector in Hillingdon to ensure the breadth and scope of activities for young people in Hillingdon is promoted.

The Hillingdon Youth Offer will ensure the Local Authority's compliance with statutory guidance by ensuring sufficient youth service by using the National Youth Association (NYA) National Youth Work Curriculum as a framework for good practice.

Vision

The vision that drives the Youth Strategy for Hillingdon is ***to support and enable young people to achieve their full potential***. Establishing an integrated Hillingdon Youth Offer, as part of wider early help and prevention arrangements is an integral part of implementing the strategy and supporting young people to reach their potential.

The Youth Offer will consist of a wide range of provisions and support for young people across the borough. A comprehensive directory of opportunities will provide young people with access to positive opportunities delivered by a range of organisations. The Youth Offer will provide a model of open access youth work whilst also delivering targeted support for young people that need additional help, including those on the cusp of statutory services.

Over the last decade, and especially over the last few years when the country responded to the COVID pandemic, the focus and interests of children and young people have changed. Their needs, social requirements and engagement methods with one another, as well as with professionals and communities has evolved. These changes, alongside a reduction in engagement with the traditional "drop in" style of Young People's Centres, have led to the need to modernise the Youth Offer in Hillingdon and to adapt the engagement mechanisms to match what our young people are telling us. This allows young people to engage with their peers in the best format that works for them.

We know what our young people are telling us from our regular interaction with them and, a 2021 survey of children and young people in Hillingdon showed that our young people want services that are accessible, close to where they live and spend recreational time, and that are informed by local community diversity needs. The vast majority of young people surveyed had never been to a Young People's Centre, and this highlights the deficits in the reach and attraction of building-based services to our young people. A residents consultation conducted in 2023 demonstrated support for the new Youth Offer encompassing a range of programmes across a variety of delivery locations and spaces promoting accessible opportunities for children and young people.

Approach

Realigning the Hillingdon Adolescent Development and Universal Youth Services provides opportunities to create a modern, responsive and dynamic Youth Offer. This will be driven by co-production and informed by data to deliver a locality-based provision that is in line with what our young residents tell us. Young people told us they wanted services brought to them. This is achievable by utilising a detached and outreach delivery youth work model, building on the success of the Transporter bus, to engage with young people across the Borough where they live, learn and in their community to provide support to meet those young people's needs. This is complimented by a buildings-based offer utilising flexible assets in our communities including schools, sports facilities, community centres and community hubs.

By maximising opportunities to engage with young people in their spaces and chosen locations rather than static building places we support our young residents to have access to a wider range of services across the borough. At the same time this is in line with our approach of relationship-based practice that is predicated on putting the young people at the centre of what we do and listening to them in co-producing services and solutions.

Utilising delivery from the network of Community Hubs provides a unique environment to deliver locality based, accessible, community led youth work. This contemporaneous approach to youth work delivery enables more opportunities to engage and access a range of services including libraries, leisure centres, sports activities, arts etc. This is achieved in a way that is focussed on the young people, their needs and their community, supporting them to connect with organised activities that are meaningful to them.

The Covid-19 pandemic demonstrated the importance and power of the digital engagement with children and young people. Technology is a key communication tool for engaging with young people and has shown its potential in not only sharing information but also in the delivery of programmes, interventions and support. As part of the modernised Youth Offer in Hillingdon we are building on the learning of the last years, and we are ambitious in delivering a comprehensive digital option that will complement face-to-face youth work and reach young people wherever they are in the way they choose to engage. We believe this will make the Youth Service in Hillingdon more young people friendly and will provide both inclusivity and reach to this provision in the way young people want it and choose to access it and thus putting our young resident first.

The Youth Offer will have, as a delivery model an offer made up from a range of flexible provisions across the borough. These will be delivered in a way that is flexible, adaptable and efficient. Some examples are:

- Locality Facility based – community hubs, libraries, sports venues, schools
- Detached and street-based youth work - recreational areas, town centres, housing estates
- Outreach youth work - supporting children in centre activities
- Outdoor learning - bushcraft, water sports, outdoor adventure, camping
- Digital youth work - accessing information, youth work and targeted sessions, online opportunities educational development
- Other activities such as residential, social action, volunteering.

Delivering a comprehensive Youth Offer in Hillingdon cannot and should not be done by one agency alone. That is why we extend the principle of co-production to a wide range of partnership agencies, stakeholders and organisations that can work together to maximise funding opportunities, plan and co-deliver a coherent borough wide youth offer.

This engagement is underlined by our youth strategy that provides the framework for collaborative and coordinated work, including digital outreach.

Principles

Underpinning our strategy are the following principles that inform both the planning and the delivery of our new, inclusive and comprehensive Youth Offer. The Youth Offer:

- is available to all young people in Hillingdon in places and ways of their choosing that are accessible, modern, and well resourced.
- values our young people's individual identities and promotes inclusivity for all.
- supports effective work in partnership with others, including young people to provide and enhance the Youth Offer.
- promotes early engagement with young people and provides opportunities for them to be the best version of themselves.

Delivery Plan

The move to a locality based operating model is aligned with the Council's objectives and wider transformation of some frontline services. The service will be working in collaboration with other services across the Council to expand on this operating model to deliver more efficient services for our young residents. Robust data and analysis including the Joint Strategic Needs Assessment (JSNA) and the Index of Multiple Deprivation (IMD) will inform how resources are deployed to prioritise the delivery of services into neighbourhoods with the highest need.

The Universal Youth Service will move away from a programme-based structure and have a flexible workforce that enables the service delivery to adapt to current and emerging needs. Some core roles and staffing compliment will change, and workers will be directed to deliver programmes in accordance with demand. Currently the universal service delivers 13 sessions a week for the young people in the borough, this will be increased to 18 sessions a week in the locality teams. These sessions be in addition to the 11 specialist and accredited sessions available, enhancing the offer to 29 sessions a week (4 a day) available to young people every day of the week.

Delivery of the operating model will require changes to the current staffing structure due to the realignment of posts from across the Adolescent Development Service and Universal Youth Service. The new operating model proposes 19.75FTE across 38 posts which will encompass full-time, part-time and fractional hour posts to support the dynamic nature of delivery. The recruitment of a skilled, qualified, experienced and stable workforce will ensure the delivery of high-quality youth work provisions supported by the local authority and align with NYA practice standards. The staffing sufficiency levels represent the foundation for delivering quality youth work services, facilities and opportunities for volunteering across a range of providers necessary for community-based youth work to flourish. It aligns with the Stronger Families model working with a focus of early intervention and prevention whilst also providing a democratically accountable community base that reflects the needs of communities, ensuring access to quality youth work at a neighbourhood level.

Alongside a more efficient operating model and delivery of existing MTF saving, the new operating model will improve access to youth work provision and the delivery model will ensure facilities used are within our communities, moving away from purpose built young people's centre in each area and to a model of co-location and use of community assets and facilities. The detail for each locality is shown in the Appendix 1.

Appendix 1

Based on the analysis of footfall in the youth centres, three centres (Northwood, Charville and South Ruislip) are not situated in places that are accessible to young residents. In addition, the delivery of programmes from Fountains Mills is already being relocated to a more suitable and accessible space in the Uxbridge family hub thus demonstrating the model of hybrid delivery from a multi-use space combined with outreach in localities and locations where young people choose to engage.

Location	Current Delivery Space	Proposed Delivery Space
Northwood	Northwood Young Peoples Centre <i>has been closed since 2017 due to extensive internal damage from rising damp.</i>	Detached Youth Work Bus Outreach Youth Work Northwood School Haydon School Primary Schools
Ruislip	Ruislip Young Peoples Centre	Community Hub Detached Youth Work Bus Outreach Youth Work Ruislip High School Primary Schools
Uxbridge	Fountains Mill Young Peoples Centre <i>services are gradually being relocated due to health and safety concerns regarding the building.</i>	Uxbridge Family Hub Learn Hillingdon Brunel University Hillingdon Sports and Leisure Complex Uxbridge College Campus Primary Schools Detached Youth Work Bus Outreach Youth Work
South Ruislip	South Ruislip Young Peoples Centre <i>location not accessible to young residents – low footfall</i>	Community Hub Goals Football Primary Schools Detached Youth Work Bus Outreach Youth Work
Charville	*Charville Young Peoples Centre <i>location not accessible to young residents – low footfall</i>	Charville Community Centre Primary Schools Outreach Youth Work Detached Youth Work Bus
West Drayton	Detached Youth Work Bus	West Drayton Leisure Centre - Community Hub Yiewsley Library P3 Navigator Community Hub Com Cafe Primary Schools Detached Youth Work Bus Outreach Youth Work

Hayes	Harlington Young Peoples Centre	Harlington Young Peoples Centre Uxbridge College Hayes Campus Wakely Centre Botwell Complex Community Hub Primary Schools Detached Youth Work Bus Outreach Youth Work
Harefield	Detached Youth Work Bus	Detached Youth Work Bus Community Hub Primary Schools Outreach Youth Work
Detached Mobile Bus provision	The Transporter Bus 1	The Transporter 1 The Transporter 2 Outreach Youth Work