

**For General Release**

<b>REPORT TO:</b>	<b>CABINET 18 January 2016</b>
<b>AGENDA ITEM:</b>	<b>7</b>
<b>SUBJECT:</b>	<b>Investing in our Young People - Onside Youth Zone</b>
<b>LEAD OFFICER:</b>	<b>Paul Greenhalgh, Executive Director of People</b>
<b>CABINET MEMBER:</b>	<i>Cllr Alisa Flemming, Cabinet Member Children, Young People and Learning</i>
<b>WARDS:</b>	All Wards

**CORPORATE PRIORITY/POLICY CONTEXT:**

This proposal makes a significant contribution to the Corporate Plan pillars of growth, independence and liveability.

**AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:**

Croydon Council is ambitious for young people. This project will have a significant positive impact on health, wellbeing, confidence, attendance at school and youth crime, as well as upon Community cohesion.

**FINANCIAL IMPACT**

The Council will contribute £3.25m one-off capital funding, and £200k base revenue funding plus £100k performance related revenue funding, each year, over a period of three years. The total Council contribution (both capital and revenue) over the 3 year period is £4.15m and the contribution from Inside Youth Zone is £4.85m over the three year period.

**KEY DECISION REFERENCE NO.:** **02/16/CAB.** This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

## **1. RECOMMENDATIONS**

The Cabinet is recommended to:

- 1.1 Agree, in principle, the development of a Youth Zone at Whitehorse Youth Centre, Whitehorse Road (the project) subject to planning approval and final site assessments;
- 1.2 Agree the Council's contribution of £3.25m one-off capital, and three years revenue contribution of £200k per year and three years £100k performance related funding, and the grant of a lease for the land on which the project will be developed;
- 1.3 Note that the Leader of the Council, in consultation with the Executive Director, People will finally approve the terms of the grant funding agreement, lease, performance measures, final site assessments and operational details for the project.
- 1.4 Note that ongoing strategic support to the project will be provided through representation on the Croydon Youth Zone Board of Trustees by nominees to be determined by the Leader.

## **2. EXECUTIVE SUMMARY**

- 2.1 The Council has developed a proposal with OnSide Youth Zones for an investment opportunity to develop South London's first Youth Zone. OnSide's information document is at Appendix 1 to this report and a presentation will be made by them at the Cabinet meeting.
- 2.2 OnSide Youth Zones is a registered charity established in 2008 (Registered Charity No. 1125893). It's mission is to build state-of-the-art youth centres, modelled on the success of the nationally-recognised Bolton Lads and Girls Club. To date, OnSide has funded, built and established five Youth Zones in the north-west of England (Carlisle, Manchester, Oldham, Blackburn and Wigan). A number of other projects are at various stages of development; Wolverhampton Youth Zone opens in January 2016, and will be followed by others in Wirral, Preston, Chorley, Sunderland & Warrington, alongside other London-based Youth Zones in Barking & Dagenham and potentially Barnet.
- 2.3 This report seeks agreement for the Council to enter into a grant funding agreement and lease with OnSide Youth Zones for them to develop South London's first Youth Zone (the project).

### 3. DETAIL

- 3.1 OnSide has a positive track record of delivering Youth Zones that make a positive impact on young people and the wider community. The proposed site on the current Whitehorse Youth Centre is the preferred location. It is relatively central and on a main road with good transport links. Development can also make a positive contribution to the longer term ambition to refurbish and re-vitalise the area.
- 3.2 Further detail on the proposed location – Whitehorse Youth Centre, Whitehorse Road is given in Appendix 2. The current centre is run by a charity on a site leased from the Council: The Council is currently in negotiation with the centre’s management committee about releasing the site.
- 3.3 Each Youth Zone is developed as a newly-formed, locally-led charitable organisation. OnSide will facilitate the recruitment of a private sector led Board of Trustees who will lead in delivering the sustainability of the project. The Council will have representation on the Board as a key strategic partner. It is envisaged that up to two places on the Board will be available for Council representatives.
- 3.4 Based on both the local demographic and of the success of existing Youth Zones, OnSide project that at least 3,000 young people from Croydon will register as members, and that the Youth Zone will record approximately 1,500 visits to the facility each week. The scheme will create up to 15 full time and about 35 part time employment opportunities and will also generate a minimum of 100 regular volunteering opportunities. As is the evidence elsewhere, the Youth Zone is committed to working with local partner organisations and stakeholder groups to broaden the offer.
- 3.5 The Council has agreed to provide:
- £3.25m one off capital support;
  - A long-term lease on the chosen site, without consideration and at a peppercorn rent;
  - Commitment to ongoing strategic support on the locally established Youth Zone Board of Trustees
  - £200k pa revenue funding and £100k pa performance related funding for 3 years, subject to review at the end of 3 years.
- 3.6 OnSide will provide a local presence from the outset and commence the stakeholder engagement process immediately from a decision being taken by the Cabinet. Engagement will take place with young people, local residents, statutory agencies and other voluntary sector organisations.
- 3.7 Local businesses will have the opportunity to participate in the design competition for the facility; the opportunity broadens considerably at the construction phase if planning consent is secured. In tandem, OnSide will start work on a phased recruitment process by appointing a General Manager of the Croydon Youth Zone and set about securing the financial contribution from the the private sector for investment in local young people. OnSide are committed to:
- Provide £2.75m one-off capital funding and £700k pa revenue funding for 3 years;
  - Full capital build responsibility including planning applications and community engagement;
  - Creation of the new operating charity for the Croydon Youth Zone;
  - Engage local young people to help shape their Croydon Youth Zone;
  - Work alongside other local voluntary sector groups in support of young people;

- Recruit and train a minimum of 100 volunteers;
- Deliver a comprehensive marketing and communications plan in partnership with the Council;
- Recruit and support a local Board of Trustees responsible for strategic vision and long-term sustainability of the charity, including Council representation on the Board.

- 3.8 Croydon Youth Zone will be open 7 days a week. During term-time, evening session opening hours mirror school timetables, typically opening from 16:00 – 21:00 from Sunday to Thursday, and until 22:00 on Friday and Saturday evenings. At weekends, the Youth Zone will operate family and junior sessions (8-12 year olds) in the morning and afternoon, in advance of the regular evening sessions, which begin at 16:00. During school holidays, additional junior sessions will run, offering affordable holiday provision for local parents. The Youth Zone may also open on bank holidays, dependent on the local demand for the service and feedback from parents and our young people.
- 3.9 The Youth Zone will be open until no later than 22:00. Experiences from other Youth Zones indicate that, due to the length of the sessions and programming, members tend to disperse at different times throughout the evening and not en masse when the facility closes. Based on experience elsewhere, it is anticipated that there will be little (if any) issues of concern in reality with regard for the potential for groups of young people congregating around the Youth Zone once the session is finished.
- 3.10 The operating model includes a £5 annual membership fee and a small fee of 50p per visit thereafter. All our young people aged 8-19 would be eligible for membership. The age range is extended up to the age of 25 for our young people with disabilities.
- 3.11 Typically a Youth Zone would offer a minimum of 20 different activities each evening in a facility that may typically include the following spaces:
- A 4-court indoor sports hall with climbing wall;
  - A fully equipped fitness gym;
  - Dance studio;
  - Music suites with both instruments and recording equipment;
  - At least one outdoor multi use games area kick-pitch;
  - A specialist arts and crafts area;
  - Break-out rooms to include activities such as employability workshops, general and gender specific health/youth issue topics/projects and youth participation;
  - A large open plan recreation area;
  - A café serving hot nutritious meals for no more than £1;
  - A boxing gym.
- 3.12 The OnSide has developed a model over several years; meaning the range and scope of facilities are clearly understood. The way in which these facilities are used post-opening may be subject to local variation but the basic scope of facilities included within the £6million cost envelope (including OnSide's financial commitment to the project) is well understood and researched.

#### **4. The Youth Zone Operating Model**

- 4.1 Youth Zones elsewhere in the country have created a safe, encouraging and positive environment in which children and young people can spend their leisure time; offering them 'somewhere to go, something to do and someone to talk to'. They are bright, vibrant, iconic buildings that take their inspiration from the original and acclaimed success of the Bolton Lads and Girls Club.

- 4.2 One critical factor in the success of the OnSide Youth Zone model is the voluntary relationship that exists between the Youth Zone and its members. It is important that young people who attend do so because they choose to, not because they are compelled to. This is key to developing positive, healthy relationships between young people, the staff and volunteers; enabling the Youth Zone to deliver high quality, engaging youth work to those that need it most.
- 4.3 It is also vital that the Youth Zone maintains its cover charge of 50p per session. Income from young people only amounts to c.10% of annual turnover; however the fee is important as it creates a sense of value, ownership and equity. Experience from Youth Zones elsewhere have acknowledged that for the most deprived families, even finding the 50p cover charge can be difficult; in these instances the Youth Zone has never turned away young people who genuinely cannot afford the 50p cover charge.
- 4.4 Youth Zones are filled with a wide range of activities, catering for all sporting, creative, artistic and social interests. They are youth-led, responding to the needs of its members and driven by a commitment to help all children and young people, with special emphasis on those from the most disadvantaged backgrounds to help increase their confidence and raise aspirations.
- 4.5 The Youth Zone concept offers a high quality facility and the wide range of activities that represent a commitment to delivering best-in-class youth work. OnSide are experienced in working with diverse communities and dealing with cultural and gender specific issues. Youth Zones offer young people the opportunity to try out activities in which they may otherwise never have the opportunity to participate. The Youth Zone model creates the opportunity for young people to meet new people, make new friends and learn new skills. All of this goes towards building the confidence they need to develop into happy, mature, healthy and successful young adults. OnSide is well experienced with ensuring appropriate high standards of Safeguarding practice is put into place in all its Youth Zone developments.
- 4.6 It will be important for the Youth Zone operating model to be sufficiently flexible to ensure it meets specific local youth needs including a balanced programme that addresses any potential gender and disability inequalities.

## **5. Strategic Fit and Need**

- 5.1 Croydon's population in 2013 was 372,800 making it the largest local authority in London. The borough's population has grown at a faster rate than the rest of England with an increase of 8.4% over the last 10 years. Croydon has the largest 10 to 17 year population of the London boroughs (25.8% compared with 21.4% in London) and it continues to grow rapidly. By 2020 the population for 10 – 19 year olds is predicted to increase by 8.6%; from 45,618 in 2015 to 49,542 in 2020.
- 5.2 This is a socio-economically diverse borough ranked 107th out of 326 most deprived local authorities in England (Source: IMD 2010). Croydon is more deprived in the north of the borough than in the south, and there are also areas of high deprivation in the east of the borough in Fieldway, New Addington and the Shrublands estate in Shirley. The borough is also very diverse ethnically and also includes a significant number of refugees and asylum seekers with the percentage of the youth population with a black or minority ethnic heritage standing at 65%.

- 5.3 There is a correlation between areas of high deprivation and crime rates in Croydon; more crime is committed in the north of the borough largely due to a higher population density, more areas with multiple deprivations and the fact that Croydon's main transport hubs and routes are located there. Croydon Youth Offending Service has the highest volume of offences in London at 900 plus offences per annum.
- 5.4 The majority of the Council's direct youth provision is limited to statutory or targeted work. The service works closely with the voluntary, community and faith sector, which provide the majority of the universal 'youth service' activities across the borough. The sector is also commissioned to provide a range of locality based services such as football, play activities as well as specialist work such as substance misuse and counselling.
- 5.5 The Council has retained the Turnaround Centre which focuses on advice and support around homelessness and where young people can self-refer for additional and targeted support. There are four maintained youth hubs where a wide range of provision is delivered by our partners in the voluntary, community and faith sector. A street based team has been retained to undertake outreach work with young people at various locations across the borough, particularly where there may be anti-social behaviour. In addition there is a small team of Play and Outreach workers who mainly focus on working with young people and communities on housing estates in the borough.
- 5.6 Experience from existing Youth Zones indicates that the vast majority of Youth Zone members are 'new' customers, i.e. they do not already access existing local youth provision. For those young people that do attend other local centres, the Youth Zone is seen to them as an additional offer as opposed to a substitute. The Croydon Youth Zone will be open for c. 48 hours per week, offering a range of activities not otherwise available; as such the Youth Zone represents a significant increase in choice and availability for local children and young people.
- 5.7 The significance of the proposed investment in young people through the Youth Zone should not be underestimated as it has the potential over the medium to long-term to enhance young people's outcomes in relation to health, e.g. reducing obesity, substance misuse and high risk behaviours. It will also contribute to the reduction of youth related anti-social behaviour and offending rates and positively enhance the quality of life not only for young people but for all residents. The Youth Zone can also play a key role in reversing the high rates of teenage pregnancy, young people not in education, employment or training through its engagement and support activities.
- 5.8 In Wigan, local police reported a 77% reduction in anti social behaviour over a 12 month period in the area around the Youth Zone since the facility opened. Recent research undertaken on three established Youth Zones reported a positive impact on young people and the wider community since the establishment of a Youth Zone. Some of its key findings are indicated below:

*Users (Young People)*

- 76% stated that they were getting on better with family since attending the Youth Zone;
- 72% stated that they are staying out of trouble as a result of attending;
- 60% of respondents believed that the Youth Zone has helped them understand the dangers of smoking, alcohol and drugs;
- 51% said that they were less likely to miss school or college since attending the Youth Zone;
- 89% reported feeling more self-confident as a result of attending the Youth Zone.

#### *Stakeholders Reported:*

- Improved health and wellbeing;
- Reduced crime and anti-social behaviour (including youth offending and arson);
- 75% of local businesses commented that the reduced fear of crime was a positive benefit to the area;
- Providing valuable support for troubled families;
- Improved community cohesion;

5.9 The strong partnership working in Croydon would be complemented by the proposed Youth Zone and would significantly enhance the offer to young people. Although there is significant investment by a wide range of voluntary, community and faith groups in Croydon, there are gaps in provision and with continued growth of the youth population, there is a need for additional investment into young people's services. The investment of a new 21st century youth provision to the borough within a high quality design, with state-of-the-art equipment and facilities will be a significant additional resource. In addition and most importantly, the Youth Zone brings the capability of significantly enhancing the lives and future prospects of local young people. Young people will be involved in the design and branding of the Youth Zone ensuring that it is relevant to its target users.

The partnership that has been developed between the council and its community, voluntary and faith youth partners has enabled the borough to continue have a diverse and rich play and youth offer to 9 – 18 year olds (up to 25 for those with disabilities). The Youth Zone would be a welcome additional partner in, enabling more young people to access recreational, educational and social opportunities.

## **6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 6.1 The Council does not currently have sufficient funding to meet the needs of its growing young population through direct delivery. Established third party youth organisations already deliver and make a significant contribution to youth provision in the borough. However given the growth in the number of young people in the borough, this will increasingly put pressure on existing provision that will not be able to meet demand. The Youth Zone is considered to be an exciting '*game changer*' in terms of addressing demand for youth provision in the borough.
- 6.2 In order to ensure that the Croydon Youth Zone can be operational as soon as possible, Cabinet approval is sought in order to take full advantage of the funding package that is currently available.
- 6.3 The operating model that has been successful elsewhere is to secure 3 year funding commitments from multiple locally based private sector sponsors who wish to make a charitable donation and investment in local young people. The Croydon Youth Zone Board will be responsible for devising project sustainability. Given that this has worked effectively in the north west, the opportunities locally and pan London are potentially equal if not more likely to be delivered, therefore whilst the risk of a revenue gap in year 4 exist, the potential of London's investment capacity mitigates against this risk.
- 6.4 OnSide has a good track record of delivering Youth Zone capital projects to budget and ensuring revenue sustainability elsewhere in the country.
- 6.5 If, in the worst case scenario, the project failed and the Croydon Youth Zone trust were dissolved the asset would transfer back to the Council. However, there would be the

opportunity to re-engineer the facility and deliver a viable alternative offer from the facility that would mitigate the impact to some extent.

## 7. Options Appraisal

- 7.1 The options in this instance are limited. The Council had not considered developing a major purpose built youth facility in the borough before considering the OnSide offer; therefore considering the proposal as presented, the options are limited as indicated below.
- 7.2 Option 1 - Do nothing. Reject the proposal and do not offer Council support. The impact of this would result in OnSide withdrawing its investment offer into the borough and looking towards an alternative host authority. The opportunity to create sustainable youth provision in the borough would be lost. **This option is not recommended.**
- 7.3 Option 2 - Full Council led development. This would result in the Council needing to provide 100% capital and revenue funding (less any grant funding it could raise); Council would be required to follow EU Procurement Regulations that would add time and cost in addition to carrying capital overrun full risk and revenue liabilities. In this instance the Council investment is likely to be in excess of £7m. **This option is not recommended.**
- 7.4 Option 3 – Invest the £3.25m capital in the local voluntary sector. The capital sum is unlikely to be matched by the voluntary sector – and any opportunities to do this would take considerable time. Without additional capital the building would only be able to offer less than half the opportunities on offer through OnSide. The borough would lose the opportunity of a guaranteed £2.75m capital and concomitant revenue funding. **This option is not recommended.**
- 7.5 Option 4 - Support the proposal. This would require a £3.25m capital grant from the Council to OnSide. OnSide have committed to deliver £2.75m of the capital cost. The Council will provide £200k pa revenue and £100k pa performance related revenue, each year, for 3 years and Onside will provide £700k pa revenue for 3 years subject to review at that stage. **This option is recommended.**
- 7.6 It should be noted that there are considered to be three key risks to the recommended option:
- a) OnSide withdraw their capital funding offer to develop the project. This is considered to be a low risk; should this be realised the Council would withdraw its grant offer.
  - b) Revenue shortfall in from Year 4. This is considered to be a moderate risk; however the Croydon Youth Zone Board would be charged with securing on-going revenue support exploiting its network of supporters and potential funders.
  - c) Project Failure. If the project failed at some point in the future and the local Trust dissolved the lease would be terminated and the building would return to the Council as an asset/liability. The success of OnSide's Youth Zones elsewhere in the country suggests this is a low risk.

## 8. Consultation

- 8.1 Cabinet support for the proposal will lead to immediate commencement by Onside of consultation with the community and young people.

## 9. Financial Implications



- 9.1 For Option 4 the Council will be required to provide £200k pa revenue and £100k pa performance related revenue for 3 years to be funded from the Public Health Grant and Onside will provide £700k pa revenue for 3 years subject to review at that stage. The required capital funding for the Council £3.25m and will be funded from the existing Capital Programme and Onside Youth Zone will contribute £2.75m capital funding.
- 9.2 Based on youth zones that have already been delivered and as detailed in the appendix to this report the estimated overall value from this investment is £7.9m.
- 9.3 The project is expected to complete in 2018 and OnSide have committed to securing the operational cost balance (i.e. after the council's revenue commitment) for the first three years of operation. The Youth Zone Board will then be required to developing a sustainable business model that ensures the future growth and success of Croydon Youth Zone.
- 9.4 In terms of risks, OnSide have previously delivered other Youth Zone projects successfully. However, once Cabinet gives the in principle decision to support the project, the legal documents drawn up will be assessed for financial implications ensuring that the Council minimises risks by agreeing payment milestones through project delivery under the grant funding agreement.. The achievement of project milestones and the monitoring of the contract will be undertaken by officers to ensure the project is delivered on time and within budget.
- 9.5 Should Cabinet agree in principle to this proposal, a full financial analysis will be required to assess the business case of the project to ensure the costs are within the agreed funding envelope. The Council's capital contribution will be capped at £3.25m and Onside will manage the complete construction process, from start to finish, ensuring there is no possibility of overspend.

Approved by Lisa Taylor – Head of Finance and Deputy S151 Officer.

## 10. Comments of the Council Solicitor and Monitoring Officer

- 10.1 The Council Solicitor comments that the funding and property agreements as detailed in this report will be subject to the Council's usual grant funding requirements and, in terms of the lease of any property, the best consideration test and requirements of section 123 of the Local Government Act.

Approved by: Gabriel Macgregor, Head of Corporate Law on behalf of the Council Solicitor and Monitoring Officer

## 11. Other Implications

- 11.1 **Contractual Issues** – as leaseholders it is proposed that OnSide will lead and be fully responsible for the procurement and subsequent management of the construction project (subject to planning approval). Local companies will have the opportunity to tender for the construction related works. The detail of the operational arrangements will be developed pending planning approval as per the recommendations (Recommendation (iii)).
- 11.2 **Corporate Policy and Customer Impact** - this proposal supports a number of corporate objectives highlighted in this report notably the pillars of growth liveability and independence that underpin the Council's corporate plan.

- 11.3 **Safeguarding Children** – OnSide are an established organisation with considerable experience of Safeguarding policy and practice.
- 11.4 **Health Issues** – Youth Zones are an established model with good examples running across the country in places such as Wigan, Carlisle and Oldham. Most are based on the evolved thinking around community development, inclusion and positive youth work through a range of activities, including sport, fitness, dance, arts, music, media and self improvement. The approach supports the outcomes and priorities of our joint Health and Wellbeing Strategy.

## 12. HUMAN RESOURCES IMPACT

- 12.1 Staffing Issues – None. Staff would not be employees of the Council and no existing Council employees will be affected by this proposal if approved.

Approved by: Debbie Calliste on behalf of the Director of Human Resources

## 13. EQUALITIES IMPACT

- 13.1 Croydon's proposed Onside Youth Zone model is based on current research and evidence that suggests that Youth Zones can make a significant difference to the overall wellbeing and life chances of the young people participating in activities at the Youth Zone Centres. In May 2015, Amion Consulting published a report on based on research and consultations that was carried with both the Youth Zone members in Manchester, Oldham and Wigan and their partner organisations and identified the following positive impact that Youth Zones have delivered for young people and the local community:
- Provide a safe environment in which young people can take part in a wide range of sports, arts and music activities in which they can develop their personal and social skills and qualities needed for learning, work and the transition to adulthood
  - Raise young people's aspirations, build their confidence and resilience and provide them with information that will assist them in making the right lifestyle choices – particularly in relation to substance misuse and involvement in crime and anti-social behaviour
  - Improve young people's physical and emotional health and wellbeing
  - Assist young people at risk of dropping out of learning to engage in activities that will enable them to reach their full potential
  - Have the capacity to make a significant impact in their local communities, through improved community cohesion, a reduction in crime and anti-social behaviour, improved perceptions of the area
  - Provide a real 'community' asset, which promotes and facilitates close partnership working.
- 13.2 A key philosophy of On Sides Youth Zones is that they are accessible to all children and young people between 9 and 18 (up to 25 for people with disabilities). Youth Zones have a typically annual membership fee of £5 and a cost of just 50p per visit, ensuring children and young people are not excluded from using the Youth Zone based on affordability. Therefore, Croydon's Youth Zone will be designed with inclusion in mind and will be fully accessible. It will fulfil and aim to go beyond the statutory minimum requirements for accessibility in the design process.. The Youth Zone will be designed ensuring that children and young people are not excluded from using the Youth Zone based on affordability
- 13.3 If the proposal for the Onside Youth Zone is accepted, an equality analysis will completed as a part of the development of the final structure and design and at the critical stages of implementation. Any equality and inclusion issues that are identified will be considered by

the charity and appropriate mitigating actions will be developed to ensure that the Youth Zone does not disadvantage young people who share a “protected characteristic” compared to those who do not: this action will be included as part of a funding agreement, within the agreed funding envelope. We will want to work with all young people on an inclusive basis to incorporate the views of all groups of young people into the design process. The charity going forward would want to ensure there is an ongoing equality impact monitoring of the work of the centre to avoid social exclusion.

13.4 The delivery of the proposed Youth Zone will enable the Council to ensure that it delivers the following objectives that are set out in the Council’s Equality and Inclusion Policy:

- Make Croydon a place of opportunity and Fairness by tackling inequality, disadvantage and exclusion.
- Foster good community relations and cohesion by getting to know our diverse communities and understand their needs
- Encourage local people to be independent and resilient by providing responsive and accessible services and offering excellent customer care.

The Council will deliver these objectives by working with statutory and community partners to address inequality within the borough through targeted interventions that help young people to be resilient and able to maximise their life chances.

## **14. ENVIRONMENTAL IMPACT**

14.1 None

## **15. CRIME AND DISORDER REDUCTION IMPACT**

15.1 Crime and Disorder Issues - In principle this is a development which would be welcomed. Experience elsewhere in the country has shown that Youth Zones have had a positive outcome in terms of crime and disorder levels and also in terms of the impact on young people generally. Consideration would have to be given to the security of the site once operational, dispersal and also general issues around site security during construction.

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**CONTACT OFFICER:** Paul Greenhalgh, Executive Director, People

### **BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972**

A New Manifesto for The Young People of Great Britain

Source: Onside Foundation (<http://moderngov.barkingdagenham.gov.uk/ecSDDisplay.aspx?NAME=SD4659&ID=4659&RPID=4448575&sch=doc&cat=14625&path=14625> )

Executive Summary ‘Defining the Impact of a Youth Zone

Source: AMION Consulting (<http://moderngov.barkingdagenham.gov.uk/ecSDDisplay.aspx?NAME=SD4659&ID=4659&RPID=4448575&sch=doc&cat=14625&path=14625> )

### **List of Appendices:**

**Appendix 1** – Onside Youth Zone’s Proposal

**Appendix 2** – Youth Zone proposed site

**Appendix 3** – Proposed Performance Indicators



# CROYDON YOUTH ZONE

1

**PROPOSAL FOR SUPPORT**



## EXEC SUMMARY

In August 2015, representatives from OnSide met with the Leader, Deputy Leader and senior officers from London Borough of Croydon to discuss the potential for creating a Youth Zone in the Borough. Following further consultation, we are delighted to submit, as requested, our formal proposal for developing the facility.

Croydon Youth Zone will inspire a generation, transforming lives for the better. It will be a fantastic facility of which the entire community can feel proud and a part. It will send a clear message that the young people of Croydon are cared for, recognised, supported and valued.

Over 1,500 young people will visit the centre each week. It will attract hundreds of local volunteers, and will unlock millions of pounds from the private sector for investment in local young people.

In order to make Croydon Youth Zone a reality, OnSide will:

- Deliver new capital (£2.75m) and revenue (£1.8m) funding, totalling £4.8m over three years, through the OnSide Foundation;
- Take full responsibility for both construction of the building and creation of the new local operating charity;
- Create around 50 new full and part-time local jobs
- Engage local young people to help shape their Youth Zone and work alongside other local voluntary sector groups in support of young people;
- Recruit and train a minimum of 100 community volunteers;
- Deliver a comprehensive marketing and communications plan;
- Recruit and support a private sector-led board of trustees responsible for strategic vision and long-term sustainability of the charity

The OnSide offer is conditional on the council contributing:

- £3.25m million towards capital cost;
- £300,000 per annum towards running costs;
- A suitable site on a long-term lease at a peppercorn rent;
- A commitment to ongoing strategic support on the Youth Zone Board of Trustees.





## WHAT IS A YOUTH ZONE?

Youth Zones are created to offer children and young people **‘somewhere to go, something to do and someone to talk to’**. They are bright, vibrant, iconic buildings that offer a safe, encouraging and positive environment in which young people can spend their leisure time.

The Youth Zone model is inspired by the success of Bolton Lads & Girls Club. For many years, the Bolton club operated from a substandard building but following significant support from the National Lottery, local council and local businesses, it moved to a brand new, purpose-built centre in 2002.

Its success became a beacon. Soon, other nearby towns wanted to have a similar facility for their young people and so OnSide was developed to meet that need and the Youth Zone network was born.

Youth Zones are packed with a wide range of activities, catering for all sporting, creative, artistic and social interests. They are youth-led, responding to the needs of our members and driven by our commitment to help all children and young people – with special emphasis on those from the most disadvantaged backgrounds - to increase their confidence and raise their aspirations.

### THE OPERATING MODEL

Youth Zones are open 7-days a week when schools are closed. Each young person pays a nominal annual membership fee (typically £5) then it’s just 50p per visit after that.

Any young person aged 8-19 can become a member. Sessions are split across two different age groups - 8-12 (Juniors) and 13-19 years old (Seniors). We also include those aged up to 25 who have a disability or life-long learning difficulty.

Sessions involve a minimum of 20 different activities each night. Our buildings are designed with both visual and acoustic connectivity in mind and typically include spaces such as:

- A 4-court indoor sports hall with climbing wall;
- A fully equipped fitness gym;
- Dance studio;
- Music suites, packed with instruments and recording equipment;
- At least one outdoor MUGA kick-pitch;
- A specialist arts and crafts area;
- Break-out rooms to include activities such as employability workshops, girls’ work, health projects and youth participation;
- A large, open plan recreation area;
- A café, serving hot nutritious meals for no more than £1;
- A boxing gym.

### BUILDING RELATIONSHIPS

The quality of the facility and the wide range of activities are central to a Youth Zone’s commitment to delivering best-in-class youth work. Youth Zones offer young people the opportunity to try out activities in which they would otherwise never have been able to engage. Throughout their Youth Zone journey, our members meet new people, make new friends and learn new skills. All of this goes towards building the confidence they need to develop into happy, mature, healthy and successful young adults.



## MEASURING IMPACT

In Spring 2015, Amion (commissioned by OnSide) published an independent impact report, outlining some of the positive effects that Youth Zones have brought about since opening.

The report strongly indicates that Croydon Youth Zone will deliver a number of positive outcomes that directly address some of the borough's most critical youth-related strategic challenges.

Such positive outcomes will not only affect young people, but will be seen by the wider community too. Outcomes and outputs include:

- At least 3,000 young people are expected to join as Youth Zone members in the first year of operation;
- We expect approximately 150 of these members to be young people with disabilities;
- The Youth Zone will attract between 150-200 visits every night, and sometimes in excess of 300 visits;
- More than half of all members say that they are less likely to skip school thanks to the impact that the Youth Zone has had on them;
- 80% of Youth Zone members report better marks in class, with 73% achieving better grades in exams or coursework;
- Over 80% of young people achieve positive outcomes through the Youth Zone's employability programme;
- 70% of members exercise more regularly since the Youth Zone opened;
- 89% of young people reported that the Youth Zone has had a positive influence on their self-confidence.

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Other stakeholders also benefit from the creation of a Youth Zone. Examples from existing projects include:

- reduced crime and anti-social behaviour (including youth offending and arson) as a result of the high levels of young people engaged in positive activities;
- 75% of local business owners reported a reduction in fear of youth-related crime or anti-social behaviour as a result of the Youth Zone;
- Impact on other council-delivered services such as public health and troubled families.



## A RETURN ON INVESTMENT

Following its extensive study, across the network, Amion reported that Youth Zones bring about a **200%** return on social investment. Encouragingly, this figure does not yet take into account the added impact of some of the Youth Zones' targeted services such as work with young people with disabilities and the positive outcomes on young people's mental health; and so over time, it is expected that the ROI figure will increase significantly.

A summary of the findings for each of the Youth Zones, together with an average cost : benefit ratio to local authority partners is below:

<b>Calculating the Social Value of the Youth Zones</b>				
<b>Universal Services</b>	<b>The Factory</b>	<b>Mahdlo</b>	<b>Wigan</b>	<b>All Youth Zones</b>
Total Social Value (Universal)	£2,073,048	£2,443,251	£3,837,261	£8,353,560
TSV (less deadweight)	£1,679,169	£1,979,033	£3,108,181	£6,766,384
<b>Targeted Service: Employability</b>	<b>The Factory</b>	<b>Mahdlo</b>	<b>Wigan</b>	<b>All Youth Zones</b>
Total Social Value (Employability)	£514,050	£485,815	£435,822	£1,435,687
TSV (less deadweight)	£436,943	£412,943	£370,449	£1,220,334
<b>Overall Social Value – Universal and Targeted</b>	<b>£2,116,112</b>	<b>£2,391,976</b>	<b>£3,478,630</b>	<b>£7,986,718</b>
Cost of the Youth Zones	£1,207,997	£1,141,599	£1,587,871	£3,937,467
Cost to Local Authority	£400,000	£400,000	£400,000	£1,200,000
<b>Cost : benefit ratios</b>	<b>1.75</b>	<b>2.10</b>	<b>2.19</b>	<b>2.03</b>
<b>Cost : benefit ratio to Local Authority</b>	<b>5.29</b>	<b>5.98</b>	<b>8.70</b>	<b>6.66</b>





## SITE

### A SUITABLE SITE

Based on the successful operation of Bolton Lads & Girls Club and OnSide's established Youth Zone projects we strongly recommend three major criteria in terms of location:

#### 1) NEUTRALITY      2) ACCESSIBILITY      3) PROMINENCE

The objective should be an available, safe, affordable site which meets these criteria and which will, with the right building, facilities and staff, support the participation of the largest possible number of young people.

#### 1) Neutrality

Wherever possible, we aim to locate OnSide Youth Zone projects in a town or city centre. Where this is not possible, we aim to identify a location, which might best be considered 'neutral ground' by the large numbers of young people using the facilities every week. Locating a Youth Zone in the wrong area risks it being viewed as 'on someone else's patch', making it potentially popular with youngsters in the locality but completely inaccessible to others. By contrast a central, or neutral location does not bring the territorial issues that can hinder positive engagement in less central locations. This is a crucial feature with top weighting.

#### 2) Accessibility

Any new Youth Zone should be for all children and young people of the town, city or borough. There will however be a focus on engaging disadvantaged young people and it is vital that young people should be able to get there very easily on foot and/or by public transport. Many existing Youth Zones (e.g. Bolton, Wigan, Blackburn, Oldham) are only a couple of hundred metres from the central bus stations and the vast majority of participants, either walk to the Youth Zone or take the bus. Where a location adjacent to a bust station is not possible, we would always target a location close to, or adjacent multiple bus routes. Accessibility also covers issues of safety, in terms of both road safety and conflicting or inappropriate uses en-route to, or in the vicinity of, the proposed Youth Zone site. Accessibility is another feature carrying top weighting and sites should be scored largely according to safe pedestrian access and proximity to central public transport stations and/or multiple destination stops.

#### 3) Prominence

The ambition is to build a world-class facility for children and young people. The prominence of the site not only affects participation, by everyone knowing where it is, but it also makes an important statement to young people that they are valuable members of the community. This also goes some way in redressing the historic imbalance in investment in facilities for adults and young people.



## A BRIEF HISTORY

OnSide is a registered charity, established in 2008. Its mission is to build state-of-the-art youth centres, modelled on the success of the nationally-recognised Bolton Lads & Girls Club. We call them Youth Zones.

Youth Zones are created as independent charities. To date, OnSide has funded, built and established five Youth Zones (Carlisle, Manchester, Oldham, Blackburn and Wigan), with several more in the pipeline (including Wolverhampton (open early 2017), Wirral, Chorley, Preston, Sunderland and two Youth Zones in London - Barking & Dagenham and Barnet).

Since 2008, OnSide has created jobs for over 300 people, alongside volunteering opportunities for 600 more. We have raised in excess of £30m of capital funding and over £10m of revenue funding so far and with new funding in place we are currently working to expand the network across the UK.

To date, over 20,000 young people are now engaged in positive, healthy activities through the OnSide Youth Zone network.





# BUILDING A SUSTAINABLE YOUTH ZONE – THE ROLE OF ONSIDE

## 10-STEP GUIDE

OnSide has developed the skills and expertise to create a sustainable and highly professional Youth Zone operation. With this background, our charity is perfectly placed to undertake all key aspects of delivery.

### STEP 1 - RECRUITING A CHAMPION AND BOARD OF TRUSTEES

All OnSide Youth Zones are independent charities, driven by a Board of local Trustees. Typically, the majority of Board members are from the local business community but representatives of the Council and the local community will also be members.

The first step in the process will be to appoint a Chair of the Board who in turn will use his or her contacts to recruit fellow Trustees. There are a number of portfolios to fill, including responsibility for legal matters, finance, HR, safeguarding and at least one Board member will oversee fundraising. This is a working Board that takes on full responsibility for the future sustainability and growth of the Youth Zone, with important strategic steering provided by the Council.



Members of the OnSide team will also sit on the Board in an advisory capacity to offer support, especially in the build-up to opening and in the first few months of operation. Following this, OnSide will continue to play an important role by offering training, networking with other Youth Zone Boards and through any other support that the Chair or other Trustees feel is of value.

### STEP 2 - A VOICE FOR YOUNG PEOPLE

Young people choose to come to the Youth Zone. It's their place. And so in order for it to succeed and flourish it must be owned by them and represent what they want.

We are committed to involving young people in as much of the development of a new Youth Zone as possible. To achieve this, one of the first tasks is to establish a local young people's development group (YPDG).

The YPDG will consist of a wide range of young people recruited from schools, colleges, community groups and other youth providers. Over time, and with the support of the OnSide Young People's Participation Manager, the group will be able to help the project become the best it can be for all young people in Croydon. Meeting fortnightly, there will be input into and, in some cases, full control over aspects such as:

- The name of the Youth Zone;
- The recruitment of key staff;
- Developing the Youth Zone's brand;
- Helping to understand young people's transport needs to and from the Youth Zone;
- Involving young people in fundraising events;





- Supporting the project management team with input into room layout and furnishings;
- Ensuring that the activities they wish to see (where possible!) take place in the Youth Zone;
- Making sure that the Youth Zone communicates effectively with local young people in the run-up to its launch.

Once the Youth Zone is open, the role of the young people's development group takes on a new dynamic, ensuring that the day-to-day offer accurately reflects what young people want and stays ahead of ever-changing trends. Representatives from the Youth Board are also periodically invited to Trustee meetings, ensuring that they have a continued voice that is heard, listened to and acted upon.

### **STEP 3 – A YOUTH ZONE RIGHT AT THE HEART OF THE COMMUNITY**

Existing provision for young people in Croydon is provided in part by the voluntary sector, but primarily by the voluntary sector. There are also specific-interest groups around issues such as disability, faith and sport.

In our experience, the news of a new place for young people is not always met with universal approval by other providers! Change is sometimes hard to accept and a new centre creates uncertainty about the impact of that new service on their organisation.



In order to best engage, OnSide will meet with all interest groups to help them understand the opportunities for the young people they represent.

The key messages that we will communicate are:

- The Youth Zone is an additional investment that is modern, relevant and innovative, attracting young people, often in unprecedented numbers;
- Funding of the Youth Zone brings in new money from the private sector that otherwise would not be available;
- The Youth Zone's aim is to work in partnership with all existing provision to enhance what young people can have - to make the sum greater than the individual parts;
- The Youth Zone can be a place where other organisations engage with groups of young people previously unknown to them and by doing so increase their reach;
- The building, modern and fit for purpose, can be used for other organisations to deliver their services.

Of course, should any uncertainty remain, the strongest message can come from young people themselves. Once they have visited an existing fully-operational Youth Zone with all that it has to offer, they become enthusiastic advocates for the need for a similar facility in their community.



## STEP 4 – GETTING VOLUNTEERS ONSIDE

Volunteers are a crucial part of a Youth Zone’s DNA. They embody the strong community spirit needed for success. Put simply, without volunteers, Youth Zones could not exist.

Many people make the mistake of thinking that volunteers are most useful because they are a free resource. That is not the strength of volunteering. Because Youth Zone volunteers are vital and committed members of the Youth Zone family, Croydon Youth Zone will invest significantly in their proper recruitment, training and management.



As well as giving their time and energy, volunteers contribute to a Youth Zone in other specific ways. They provide:

- Extra feet on the ground. Youth work is about building relationships. Volunteers operating alongside paid staff during a Youth Zone session makes this important element of our work much easier. We encourage them to spend their time engaged in activity and positive discussion with our members, not bogged down in paperwork or tidying up sports kit.
- Additional skills. Many volunteers are attracted to Youth Zones because there is the opportunity to share a passion and skill for a particular piece of work. Whether coaching the basketball team in the sports hall or running a weekly flower-arranging session in the arts area, all ideas and innovation are welcome – and the people of Croydon will have interests and passion in abundance.
- Intergenerational impact: Having a large team of adult volunteers of different ages helps bridge the gap between young people and the older generations. After having worked with young people through the Youth Zone, volunteers become their strong advocates, helping to change negative perceptions and stereotypes.
- Local buy-in. Our volunteers reflect the Youth Zone back to their community, sharing positive experiences about their involvement. Many of them are recruited via the companies that support us, thus helping to develop strong, long-lasting partnerships between the Youth Zone and some of its key funders.
- Opportunities for young people. All volunteers within the senior sessions must be over 18 and subject to the usual DBS checks, but we also encourage some of our stand-out senior members to give up their time to act as Young Leaders. These Young Leaders are our most junior volunteers and take on a range of roles including hosting tours for VIPs, speaking to large audiences about their Youth Zone, and working as trainee youth workers on some of our Junior sessions.

Up-front investment in volunteers is the key to success. From an early stage (typically 6 months before opening), we employ a full-time Volunteer Manager responsible for recruiting and training 100+ volunteers in time for the Youth Zone’s opening day.

Just as our volunteers give something to us, we give something back to them. Each is assigned their own supportive line manager and given the option of having a personal development plan. The Youth Zone is committed to supporting their careers and self-development.



## STEP 5 – BUILDING A STRONG LOCAL TEAM

When fully operational, Croydon Youth Zone will employ over 150 people in a mixture of full-time, part-time and voluntary roles – each one a brand new position. The Youth Zone will also benefit from the close support of a number of OnSide staff in roles such as communication, fundraising and our core business, youth work.



While the building and the facilities will act as a hook for local young people, it will be the team of staff and volunteers within it that makes the real difference. Therefore, a great deal of care and attention is put into

recruitment at all levels, ensuring that the members of Croydon Youth Zone are offered the best possible Youth Zone experience, every single time.

Croydon Youth Zone will appoint the following key members of staff:

### General Manager

The General Manager will be the local figurehead for the charity, with overall responsibility for all aspects of the Youth Zone. Typically recruited 12 months before opening, initially he or she will take ownership of the charity's fundraising strategy, working with OnSide's Development Manager in London to build and secure long-term partnerships with local private sector supporters.

Once the funding is established, the General Manager's focus will move towards ensuring that the rest of the Youth Zone team is recruited and trained, that the volunteers are in place and that the programme of activity for the first two months is planned and ready for delivery.

After the opening, the General Manager will report to the Chair of the Board. This relationship will provide support as well as challenges, enabling the team of two to deliver ongoing success for the Youth Zone. OnSide will continue to remain involved, both as a member of the Board and as a support network for the General Manager and Youth Zone team.

### Volunteer & Training Manager

One of the most immediate full-time appointments is that of the person responsible for recruiting, training and developing this important group.

As well as having responsibility for finding 100+ local people who are interested in giving their time at the Youth Zone, the role will be to deliver a detailed training matrix for all staff and volunteers, ensuring that the Youth Zone goes above and beyond all safeguarding requirements and provides opportunities for all members of the team to develop and progress.

### Youth Work Manager

In order to keep young people eager to come back, it is important to generate an ever-changing buzz and inspiring atmosphere. The Youth Work Manager has responsibility for making this happen.

Managing a team of 50+ sessional staff, the key to this role is finding a balance between ensuring that the Youth Zone is well attended on each session, but not to the detriment of the relationship-building that is key to successful youth work. The Youth Work Manager will also have responsibility for all safeguarding within the organisation and will be the main point of contact between the Youth Zone and local schools and wider local youth services.



### Development Manager

The support of the private sector both in financial terms and in driving innovation and growth are what keep a Youth Zone's engine running. The Development Manager has the responsibility for building a large network of corporate supporters, ranging from small, independent traders to some of the area's largest employers.

Initially, the Development Manager will be responsible for bringing in over £500,000 in support of the Youth Zone and over time he or she will be responsible for ensuring steady and consistent growth for the charity as it embeds itself as a key player in the local community.

## **STEP 6 – THE HEART OF A CHARITY, THE BRAIN OF A BUSINESS**

Croydon Youth Zone will be owned and operated by a new, independent charity which will be driven by key representatives of the local private sector with the Council providing strategic support.

It is important to get started quickly on incorporation and registration and OnSide will provide a complete support service throughout the process.

### Legal & Administrative framework

It is important to agree the basic terms of the legal relationships as early as possible so that all parties both understand what is expected of them and how their investment in the project will be protected. The finer detail of drafting the necessary documents will inevitably take time but typical structures and essential terms are summarised below:



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### Lease of the Site

A lease of the Youth Zone development site needs to be granted to the new operating charity. Basic provisions would include:

- A term of 125 years;
- No premium and a peppercorn rent;
- No break clauses;
- Suitably limited user clauses (linked to forfeiture provisions) to ensure there is no material deviation from the original intended charitable use.

### Operational Agreement

This agreement will regulate the early years of the project partnership. The principle parties will be the new Youth Zone operating charity, the Council and OnSide Youth Zones. It will cover summaries of:

- The Council's support of the project both in general terms and any agreed financial contributions;
- OnSide's contribution to development of the project and ongoing support;
- The new Youth Zone charity's obligations in relation to the development and future operation of the Youth Zone, including its responsibility in terms of long-term sustainability;
- Branding and publicity methods;
- Normal Freedom of Information, prevention of corruption, confidentiality and dispute resolution provisions;
- Appropriate indemnities and provisions for termination on insolvency or material and persistent default.



## STEP 7 – BRICKS AND MORTAR

OnSide leads on all aspects of construction project management. Following site assessment, our team will provide a design brief and undertake the procurement process for the services and building contracts required.

We manage the building project right through to practical completion and snagging, including procurement and fit-out with appropriate equipment and furnishings. This also includes implementation of all IT hardware and software, including the Youth Zone’s membership database system and monitoring and evaluation platforms.



As part of the entire building process, OnSide provides monthly construction status reports to the Council and Youth Zone board of trustees.

### **Capital Cost summary**

The following table shows the breakdown in estimated construction cost for the Youth Zone:

Land & Buildings	£0
Construction cost	£4,503,598.65
Inflation forecast (based on RICS guidance)	£225,179.93
Furniture & Equipment	£303,900
Professional fees (pre and post contract)	£493,366.35
OnSide Fee	£380,000
Contingency	£100,000
<b>Total Cost</b>	<b>£6,006,044.93</b>

### **OnSide’s Fee**

OnSide’s professional fee covers no more than 50% of its actual costs in delivering all of the services necessary to create a successful Youth Zone. A detailed list of all of these services can be provided if required, but in summary they include:

Feasibility assessment; site appraisal; Youth Zone Board development; strategic development; capital funding; capital delivery; legal; private sector development; PR, marketing & communications; young people’s engagement and participation; Youth Zone staff recruitment and training; Youth Zone volunteer recruitment and training; purchase ledger, administration & implementation of the Youth Zone membership system; and operational support.

OnSide has a proud fundraising track record. Thanks to the success and proven sustainability of the existing Youth Zones, we already have significant interest from a number of major donors in London and so the OnSide Foundation has committed to both secure the remaining capital balance following the council’s £3.25m contribution, but also to secure the additional revenue (running cost) support for the first three years of Croydon Youth Zone’s operation.





**PROFILES ON SOME OF THE ONSIDE FOUNDATION SUPPORTERS:**

**THE QUEEN'S TRUST:**



Previously known as The Queen's Silver Jubilee Trust, The Queen's Trust has been a supporter of the OnSide network for a number of years and was instrumental in encouraging the charity to expand its reach into London.

As a sign of support, the Trustees have recently pledged their largest contribution to date to the OnSide network, £5.1m to be distributed across the next 4 Youth Zones, including some in London.

**BILL HOLROYD CBE DL:**



Bill Holroyd has been Chairman and visionary leader of OnSide since its inception in 2008. As the network expands outside the North West, he has made a significant gift towards OnSide's Foundation, and has personally pledged to support our projects in the capital. The charity's growth in London will prove pivotal to the success of its national expansion programme and Bill hopes that his donation will help unlock further support in London and beyond.

**JOHN ROBERTS:**



John Roberts is the Founder of AO.com. In its early years, the company (then known as DRL Ltd) adopted Bolton Lads & Girls Club as an official charity partner, and John regularly cites this partnership as one of the key factors in his business's success and growth. AO.com was floated on the Stock Exchange in February 2014, with the company reaching a value of £1.2bn. Following this success, John has also made a generous gift to the OnSide Foundation, and like Bill Holroyd, has earmarked a significant proportion of his donation towards ensuring the success of Youth Zones in London.



**STEP 8 – A GREAT LOCAL STORY**

OnSide’s dedicated in-house communication team will be on hand to help create and deliver a detailed and impactful information strategy for the Youth Zone. This will cover all Youth Zone stakeholders, including young people, volunteers, local businesses, voluntary organisations, pan-London youth groups and both local and national press. Among the various functions that the team will deliver are:

- Working with the young people’s development group to develop Croydon Youth Zone’s brand;
- Launching the Youth Zone’s website;
- Building relationships with local newspapers and other media;
- Delivering a vibrant, innovative social media strategy;
- Supporting the local team in the build-up to opening.

Through its existing network in London, OnSide has generated significant interest from key London media partners. In particular, The Evening Standard has agreed to support the work and impact of the OnSide network in London.

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**STEP 9 – FUNDRAISING FOR OUR FUTURE GENERATIONS**

OnSide’s North-West Youth Zones have a proven track record in being able to unlock significant financial support from the private sector and we are convinced of the potential for even more support of this kind in Croydon.

From an early stage (at least 12 months before opening) we engage with major local employers, creating partnerships of mutual benefit. Businesses respond to the way Youth Zones turn aspiration into reality, how they rapidly gain iconic status in a community. They see how their own staff get involved as volunteers, as parents or through fundraising and of course, they see the incredible impact Youth Zones have on local young people.





In London, there is scope for investment both from privately-owned local companies and major national corporations that can support not only Croydon Youth Zone but also the entire OnSide London network. We also already have strong indications of interest from London-based high net worth individuals who are seeking to support an innovative, young-people focused charity such as a Youth Zone.

Outside the private sector, the OnSide network is successful in fundraising through registered social landlords, through fundraising events and community programmes, and we also have a growing base of trusts and foundations that support the network.

### STEP 10 - WORKING ALONGSIDE THE COUNCIL

Whilst the responsibility for day-to-day management of the Youth Zone falls on the shoulders of the Board and the newly recruited Youth Zone team, it is vital that the Council plays a key strategic role, supporting the Youth Zone's growth and development.

The Youth Zone General Manager and Head of Youth Work will work closely with the Council's Director of Children's Services on a variety of topics such as safeguarding, links with local schools, partnerships with the Council's Youth Service staff and ensuring that the Youth Zone links in with other Council-led programmes such as YOT, Looked After Children & Troubled Families.





## TRY, TRAIN, TEAM

All Youth Zone sessions are designed to be fun, engaging, exciting and different – just what young people want. It's not easy, but a Youth Zone's mantra is always to make each session that little bit better than last night's - thus giving the team the best chance of ensuring that young people keep attending time and time again.

There is an important underlying structure to each session. We call it 'Try, Train, Team' and it is through this approach that the Youth Zone ensures that there is a clear developmental aspect to each activity. Through this young people will see improvements in their confidence, self-belief and general wellbeing.

The **try** phase is just that – trying! Each night, the Youth Zone offers a minimum of 20 different activities ranging from football to Frisbee, fashion to flamenco. Flooding the sessions with a wide variety of activity ensures that young people have ample opportunity to have a go at something that they may not otherwise have come across. We make sure that all the proper, fit-for-purpose kit is provided, and at only 50p per session, there is no barrier whatsoever to taking part.

When young people find something they enjoy and would like to try and get better at, the Youth Zone will offer more advanced, '**train**' sessions in that particular activity. It may be simple sports coaching or a guitar lesson, or could be a 1-2-1 painting class with a volunteer. In short, whatever the activity, our team of staff and volunteers will support all members to improve. Of course, the Youth Zone cannot provide every activity there is, but if not we will use our links within the community to find a partner organisation that can support the member outside the Youth Zone itself.

Finally, when young people reach a good standard of achievement, or simply when they'd like to test themselves, we offer '**team**' activities aimed at showcasing progress. Teams are not limited to just sports teams – instead, it could be the cast of a pantomime, a newly formed Youth Zone rock band or, for those who have shown an interest in climbing or residentials, a Duke of Edinburgh award group.

Recognising a young person's progress is a crucial part of their development and so all staff and volunteers are trained to praise achievement, whatever that might be. Achievements are formally recognised every year in the Youth Zone's awards night – a celebration of the year's activity and a chance for members, parents, staff, volunteers and sponsors to come together and congratulate young people on their success.





## CREATING A LEVEL PLAYING FIELD

Children and young people with disabilities are among some of the most important members of any Youth Zone family. All of our centres are designed with inclusion in mind and we are immensely proud of the history and track record of success in working with this group of young people.

We believe that the secret of this success lies both in detailed consultation with local young people and disability groups, and in providing the best possible training for our staff and volunteers, equipping them with all the skills necessary to provide a fully integrated, vibrant and dynamic programme of activity.

### DESIGN SPECIFICATIONS

All OnSide Youth Zones are fully accessible and go beyond the statutory minimum requirements for disabled access. For example, Youth Zone toilet and/or changing facilities must allow for full assistance, usually achieved by providing a separate assisted changing facility (in accordance with *Changing Places* guidance) including a bed, tracking hoist, shower and a toilet.

As part of the design process, we welcome input from local disability groups, to ensure that their opinions and expertise are properly considered. We can't of course promise everything to everyone, but take all aspects of disability provision into account when deciding the building's final designs.

### A LEVEL PLAYING FIELD

OnSide's 'A Level Playing Field' project is the network's flagship programme supporting young people with disabilities. Delivered in partnership with the Seashell Trust, its goal is to ensure that positive, encouraging sporting activities are provided for young people with disabilities.

Of course, Youth Zones provide the perfect setting to deliver such activities, but central to the project's success is the network's commitment to properly training staff and volunteers in various aspects of disability awareness and provision.

Although currently limited to the 6 existing Youth Zones, our ambition is to roll out the project across the ever-growing national network of Youth Zones and given that it will be among the first facilities of its kind in London, Croydon Youth Zone will become not simply a facility where disabled young people are welcome, but a hub for disabled and mixed ability youth provision, attracting young people from across the capital.





## DAYTIME USAGE – ADDED COMMUNITY VALUE

Croydon Youth Zone will be an iconic, game-changing facility for the local community. It will be the newest, most attractive public building in the Borough and whilst its core provision will always be to provide a 7-day-a-week recreational offer for children and young people, it also provides an excellent opportunity to act as a base for other community-focused programmes outside Youth Zone opening hours.

Groups or activities that support young people will always have preference when it comes to daytime usage of the facility. However, it is also important that as many members of the community as possible can have some access to the building, and the Youth Zone will therefore remain open to all requests and suggestions for how it is used when schools are open.

Given the strong partnership with the local authority and outside Youth Zone operating hours, the facility could be regularly used by the council for appropriate council meetings, community briefings and events.

The list below is by no means exhaustive but indicates the range of activities or programmes that the Youth Zone might accommodate:

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- Usage by schools to deliver P.E. lessons or other taster sessions;
  - Access for young people aged 16+ who are not in education, employment or training to offer them support and guidance in securing a job or placement;
  - Supervised, positive activities for young people currently engaged by the local youth offending teams;
  - Space for council meetings and/or conferences;
  - Opportunity to develop early-years programmes, in particular supporting young, at-risk parents;
  - Physical fitness programmes, delivered in conjunction with local public health teams;
  - A hub for other voluntary sector groups to access and take advantage of activities and meeting spaces.



## TARGETED SERVICES

Croydon Youth Zone will open its doors to provide a core offer of quality, positive, developmental activity for young people, 7 nights a week, 52 weeks a year for just 50p per session.

This fundamental offer will never change. However there will follow several opportunities for an enhanced offer for young people as the organisation grows and funding becomes available. Many existing Youth Zones already deliver some of the below projects as part of their programme for young people, and within a short space of time, Croydon can expect to be able to add some of the following (or indeed other projects in response to local need) to its list of available activities.

### ENTERPRISE & EMPLOYABILITY

For many young people, making the jump from school to the world of work or higher education is becoming more and more of a challenge. Despite having the qualifications, often young people lack the confidence, resilience and social skills needed to make their first step onto the career ladder a successful one; and so our Youth Zone employability programmes are targeted at helping young people improve those soft skills which will help them land a fantastic job, apprenticeship or place on a college course.



Working alongside volunteers from the local business community (many of those being financial supporters of the Youth Zone), we provide detailed, relevant training programmes that are targeted to young people's needs and that aren't driven by results and statistics. The keys to our success in this area of work lies both with the quality and commitment of the staff and volunteers engaged in the project, but also because of the voluntary relationship that young people have with the Youth Zone; i.e. they are there because they want to be, not because they have to be.

Across the existing network, 84% of all the 16-19 year olds who took part in the project went on to find a job or further education placement. As well as this, many creative, entrepreneurial projects were born, helping to raise money for the Youth Zones – a great example is the recent 'Cookie Mug' project developed by young people at Wigan Youth Zone.

### MENTORING

The success of Bolton Lads & Girls Club's award-winning Mentoring project has led to it being replicated across a number of OnSide's Youth Zones. The scheme began when young people accessing the facility began to show signs of needing more 1-2-1 support. Often, although not always, their problems stemmed from the lack of a consistent adult role model in their life. If we see these signs, young people are referred to work alongside a volunteer mentor.

Many young people on the project have their own social workers, or struggle with relationships with their parents or guardians. Mentors make a difference as they aren't seen as being part of 'the system'. They are volunteers who give up their own time to be there, and young people respond to this in a very positive, productive way.

Although it can take time to build up a relationship, young people on the project respond to the fact that their mentor is giving up his or her own time to support them. Over a period of around 12 months, they work together on an action plan, working towards agreed goals to help the young person get over



whatever challenges they may face, better equipping them to face the challenge of transition from young person to young adult with confidence and positivity.

Throughout the project, the Youth Zone coordinates and manages the entire process; recruiting and training the mentors, working with the young people on the project and with their families, and also keeping in touch with schools or any other bodies involved in the referral or safeguarding process.

### **RESIDENTIALS**

Increasingly we have found that more and more young people lack the experience of having ventured outside of the town and city in which they live. Youth Zone residentials will take groups of young people from Croydon out of London into the great outdoors to take part in activities such as climbing, canoeing, bouldering, and of course, camping.

'Rezzies' (as members like to call them) are designed to take young people firmly out of their comfort zones. They help boost confidence, improve skills such as teamwork, leadership and communication, and crucially they provide a positive, life-changing experience that they will remember fondly, long after they move on from the Youth Zone.

### **HEALTH PROJECTS**

Similar to employability, health projects delivered from within the Youth Zone are particularly successful because they are delivered on young people's terms. Through regular attendance at the Youth Zone, young people build positive relationships with staff and volunteers and often raise their own issues that our staff can address.

Problems such as obesity, smoking & teenage pregnancy are common across the network, but thanks to the strength of relationships that young people have made with members of the Youth Zone team, young people have also disclosed problems such as eating disorders, sexual exploitation and self-harming.

It is important to note that in many cases, young people have lived with problems such as this for years, without feeling that they have someone to turn to either at home or at school. A Youth Zone environment is different. This is a home away from home for many young people and thanks to this supportive culture, Youth Zones have a proven track record in helping young people find the strength to share their problems, to work with our team to help improve their situation and get their lives back on track.







## A LASTING LEGACY

The positive impact that a Youth Zone has on the local community goes way beyond simply keeping young people off the streets. Across the OnSide network, each Youth Zone has resulted in tangible, measurable outcomes for the entire local population, not only its young people.

In Croydon, the opportunities are endless. The Youth Zone's operating model will allow not just sustainability, but growth over many years. The following are simple impact projections (based on evidence already gathered at other Youth Zones) that can be expected over the first 20 years of Croydon Youth Zone:

- **1,500** young people attending the Youth Zone on average once a week;
- **11,232** hours of volunteering at the Youth Zone each year – the equivalent of over **£2.5MILLION** of paid hours over a 20 year period;
- Over **600** paid jobs, both full-time and part-time;
- Over **£10MILLION** of inward investment unlocked through the support of the local business community;
- A reduction in youth-related anti-social behaviour of as much as **77%**;
- A reduction in childhood obesity and other harmful behaviours;
- **HUNDREDS** of young people successfully moving from school into work or further education thanks to the support and encouragement from the Youth Zone.



Croydon Youth Zone will inspire tens of thousands of young people. Its members will be healthier, happier, more successful citizens.

The Youth Zone will be the catalyst for millions of pounds of inward investment, transforming young lives, making a difference. It will support young people to fulfil their talents and ambitions, discovering sporting and creative superstars of the future. Young people will be supported by an army of passionate volunteers who give up their own time to help members get the most out of their Youth Zone experience.

Through the Youth Zone, Croydon's young people will have even more of a voice in the local community. They will help shape future provision and will become more active in their local community and local politics.

Over time, and thanks to the Youth Zone, young people will be fitter and healthier. Fewer young people will smoke. Fewer young people will experience problems with drug and alcohol misuse. The number of young people with eating disorders will fall, as will the number of young people who self-harm. Youth-related anti-social behaviour will also fall in Croydon, freeing up more time for the local PCSOs to carry out proper, impactful police work.

Together, OnSide and Croydon Council will change lives for the better. Every young person in Croydon is special – and the Youth Zone will make sure that this is never forgotten.



# THANK YOU



PUTTING  
MORE  
**YOUNG**  
PEOPLE ON  
THE MAP

## APPENDIX 1



### **CHARLES MINDENHALL – LONDON CHAMPION, ONSIDE YOUTH ZONES**

Since 1998, Charles and his business partner Manoj Badale have co-founded more than 20 businesses which are managed through their investment company Blenheim Chalcot. Charles has a vast amount of experience across a range of sectors including technology, media, financial services, sport and government. After having visited some of the North West Youth Zones, Charles agreed to lead the OnSide charge to develop similar facilities in London, chairing a board of London-based business leaders and leading a team of dedicated staff committed to expanding the capital's Youth Zone network.



### **MARK BLUNDELL OBE – COMMUNITY ENGAGEMENT MANAGER, LONDON**

With over 30 years' experience, Mark has worked in various roles including 10 years as a detached youth worker in Kings Cross and 12 years leading on the redevelopment of Salmon Youth Centre in Bermondsey. Mark joined the team in 2014 and has been recruited to develop relationships and partnerships with young people, local residents, voluntary sector organisations and local authority personnel in areas that OnSide are developing Youth Zones across London.



### **DR MARK WARD – PROJECT DIRECTOR, ONSIDE YOUTH ZONES**

Mark joined OnSide as project director in 2015 to help deliver the organisation's ambition to open 20 Youth Zones by 2020. Mark will coordinate those projects that have been identified to complete the 2020 plan and provide clear leadership for future Youth Zone boards.



### **SIMON BAKER – PROJECT & DEVELOPMENT MANAGER, LONDON**

Simon spent a number of successful years in the Bolton Lads & Girls Club fundraising team before moving to set up Wigan Youth Zone. He now leads on developing partnerships with local authorities across London and once projects are agreed, he will take on the responsibility of working alongside the local trustees, helping to drive each project through to completion.



## APPENDIX 2

### CROYDON YOUTH ZONE: INDICATIVE OPERATING BUDGET

YEAR 1	Income £	Expenditure £
Private sector sponsorship	500,000	
Fundraising Events	75,000	
Community Fundraising	25,000	
Young people's contributions	41,250	
Trust & Grants / Major donors	100,000	
Local authority grant	300,000	
<b>Sub-Total</b>	<b>1,041,250</b>	
Core Team		204,634
Support team – Indirect delivery		84,680
Full time delivery staff		246,448
Part-time sessional staff		202,251
Premises cost		96,400
Management costs		67,644
Delivery / consumables		69,266
Holiday Club provision		15,000
<b>Sub-Total</b>		<b>986,323</b>
5% contingency		49,316
<b>Total</b>		<b>1,035,639</b>
Year 1 operating balance		<b>5611</b>

### CROYDON YOUTH ZONE: FUNDRAISING STRATEGY

From an early stage (at least 12 months out) OnSide will begin to build a solid income generation platform, allowing for the sustainable growth of Croydon Youth Zone. Learning from our experience with existing projects, we expect that the Youth Zone will generate support from five key areas; the private sector, major donors, trusts & foundations, fundraising events and the local community.

#### Private Sector

The support of the private sector is what makes any Youth Zone tick. Not only do businesses provide important financial support, but they also add value in terms of governance, PR, recruiting volunteers, and pushing the Youth Zone to do more and more for its members.

Given the importance of these key Youth Zone supporters, at a very early stage, OnSide supports the Youth Zone by developing a long-term, sustainable private sector engagement strategy to help this crucial supporter base.

We deliver this through recruiting Founder Patrons; businesses that contribute a minimum of £25,000 a year to the Youth Zone for the first three years. Typically, Founder Patrons tend to be family-owned businesses, led by local people who have enjoyed success and see the value in giving something back to the community. Of course for many there is also a strong business case for supporting, and so we work closely with each Founder Patron to ensure that they get the maximum benefit possible from being involved with the Youth Zone.

Securing gifts at this level is not easy, but our track record in other areas gives us the confidence that at least 20 Founder Patrons can be found in Croydon, providing **£500,000** per annum for the first three years. It is important to note that across the network, only one Youth Zone Founder Patron hasn't renewed their support beyond the initial 3 year agreement.

Only once the prospect list for Founder Patrons has been completely exhausted do we then allow other lower-level corporate donations. Over time, Croydon Youth Zone can expect to have as many as 100 corporate supporters, giving at various levels.

#### Major Donors

Our initial research gives us confidence that a number of significant high-net worth supporters with a link to Croydon can be approached to support the Youth Zone. Many of these donors will support the OnSide Foundation's capital campaign, but commonly, major donors will also want to support the work that takes place within the Youth Zone too.

We hope that the major donor campaign will be led by the Chair of Croydon Youth Zone, with support from the OnSide Foundation's campaign director, Sally Carruthers.

#### Trusts & Foundations

Once again, OnSide's Youth Zones have a strong track record in securing funding through trusts, grants and foundations. Delivered by OnSide through its own bid-writing team, our success is largely

down to the numbers of young people that each Youth Zone reaches. Critical to this success is of course a suitable location for the Youth Zone.

Examples of major foundations that support Youth Zones include the Garfield Weston Foundation, The AO Smile Foundation, BBC Children in Need and Comic Relief, along with others such as the Big Lottery, Sport England and Youth Music.

OnSide will deliver funding of this nature both specifically for Croydon Youth Zone, but also as part of network-wide projects such as the existing Youth Zone disability project – A Level Playing Field. Trust & Foundation income will grow over time as the Youth Zone develops, but we remain confident that at least **£100,000** of funding can be secured per annum in the Youth Zone's first 3 years of operation.

### **Fundraising Events**

The Youth Zone's Development Manager will be challenged with building a small annual programme of events, with 2 or 3 of these being key fundraising events.

Examples of events that have proved successful elsewhere include sponsored runs or cycles, Black Tie dinners and corporate golf days. These events are important not just for fundraising, but also help to spread the Youth Zone's message and to build a wider supporter base.

Other events will be organized purely for networking and to give something back to corporate supporters. Examples of these are business breakfasts or corporate 5-a-side tournaments at the Youth Zone.

At its peak, Bolton Lads & Girls Club's fundraising events team secured over £500,000 annually through their events programme. Of course, this had been developed over time, but we are confident that a small events calendar could generate **£75,000** in the first year, growing year on year after that.

### **Community**

Community fundraising is by far the least lucrative of all the Youth Zone's fundraising streams, but it is important as it sends the message to local people that the Youth Zone is a new charity that needs all the help it can get to sustain and grow. By being seen in supermarket foyers, shaking buckets at rugby matches or wrapping Christmas presents in shopping centres, the Youth Zone community fundraisers (usually volunteers and young people themselves) ensure that the right tone and message is set about the Youth Zone. From experience, this income stream generates somewhere between **£20-30k** per annum.

## APPENDIX 4



### **CLLR JIM McMAHON, LEADER OF OLDHAM BOROUGH COUNCIL:**

“The thing that makes Mahdlo stand out for me isn’t actually that it’s a youth centre, rather it’s a centre for young people. It covers their emotional wellbeing, their social wellbeing; it gives them confidence, it raises their ambition, it gives them support and it brings together the wider community.”

### **CHARLES MINDENHALL, LONDON CHAMPION:**

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“The OnSide message of somewhere to go, something to do & someone to talk to resonates very strongly here in London. The reason for that is that London is a big place with not that many facilities available for young people; so creating these places for young people will have a tremendously positive effect on them.”

### **PSCO, ROBERT SMITH, HARPURHEY POLICE:**

“Since the Youth Zone opened, it’s nothing like it was before. On a normal Friday night I’ll maybe now only encounter two or three groups of young people hanging on the streets, and it’s because they’re at the Youth Zone playing football, climbing the wall, playing pool or just hanging out with their friends rather than out on the street where they’re tempted to get into trouble because they’re bored.”

### **RICHARD CLAYTON, FORMER COUNCILLOR AT WIGAN COUNCIL:**

“As a local councillor, initially I was dead against the Youth Zone in Wigan. I thought that it was a waste of money and that it would cause more trouble than good. I couldn’t have been more wrong. I’m now retired and am a regular volunteer on the sessions. Young people are brilliant, they can push your buttons at times, but we owe it to them to support them through facilities like the Youth Zone.”

### CASE STUDIES

Hannah Creer:

<https://www.youtube.com/watch?v=7bO-pnLI5o4>

Impact of Youth Zones on young people:

<https://www.youtube.com/watch?v=fTh9782OJJQ>

CADS:

<https://www.youtube.com/watch?v=quwjCvLoVdw>

BYZ Thomas:

<https://www.youtube.com/watch?v=SsM2DPe4TDs>

Changing perceptions:

[https://www.youtube.com/watch?v=0kQ2\\_2KCdxg](https://www.youtube.com/watch?v=0kQ2_2KCdxg)



## CASE STUDIES (continued)

### *Chantelle*

Two years ago, Chantelle felt she was overweight, depressed and lacked confidence to do anything about it.

When she heard Wigan Youth Zone was opening, complete with a state of the art gym, she knew enough was enough and couldn't make excuses anymore.

She said: "The day I entered the Youth Zone is kind of a blur if I'm honest, I just remember being anxious and worried. The thing that won me over when I entered the gym was being greeted by the two smiling faces of the trainers, Mike and James. They talked me through what I wanted to achieve, showed me round the machines and reassured me that what I wanted wouldn't happen overnight but if I carried on working hard, I'd see results."

With constant encouragement and different work out plans, Chantelle slowly but surely started to get to where she wanted to be.

She said: "The day I realised I'd lost four stone was probably the happiest and proudest day of my life. It proved to me that if I'd stuck it out and put the work in and had reached my goal.

"At this point in my life, I'm a different person. I've grown and changed so much and part of that is thanks to James and Mike in the gym. Not only do I look and feel better but mentally I am now much happier. For the first time in years I feel comfortable in my own skin and can wear clothes that show off my figure.

"It's been one of the toughest journeys I've had to face in life so far but it's also been one of the best."



Chantelle is pictured with Martin Ainscough, Chairman of Wigan Youth Zone.

## ***Craig, Connor and Caitlynn***

Craig Renilson is the franchisee of McDonald's restaurants in Wigan town centre, Ormskirk and Skelmersdale. He said: "I came along to the opening of the Youth Zone and was really impressed with the enterprise and employability opportunities on offer. I thought I might be able to help so I started volunteering.

"I now teach a module on the Get a Job programme around motivation and employee/ employer relationships and I've opened some work experience opportunities for young people on the course."

Craig knows first-hand what employers look for when hiring new staff and has seen what can trip up young people who may be sitting in an interview for the first time.

"For whatever reason, most young people can be ill-prepared for work and what is expected. A lot of young people just need a nudge in right direction and need to understand that if they want something then they have to work for it.

"I feel duty bound to pass on any knowledge or advice I can and to offer help to the next generation. Somebody did that for me when I was younger and it is all our responsibilities to help people if we can.

"In turn, businesses should recognise that young people on this course want to work so getting involved and offering work experience will only benefit their companies when finding the next generation of talented, dedicated workers."

Connor Greenhalgh and Caitlynn Parr have both started on the career ladder at McDonalds since finishing our Get a Job course.

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Connor, 18, said: "I did my work experience at McDonalds for the course and was then offer a job as dining area and customer care assistant.

"I honestly couldn't tell you my favourite part of the job because I like all it. I love talking to the customers and giving balloons out when its people's birthdays. The course got me some great experience and we learned something new every day."

Caitlynn, 17, said: "The course really helped me with my CV and interview skills. I feel like I'm more confident working in a team now as well. I now work as a cashier or point of service as we call it. I found the job hard at first as I'm quite shy, but it has really helped my confidence and now I love it."



## Appendix 2

### On Side Youth Zone – Whitehorse Road Site

The site in Whitehorse Road currently occupied by the Whitehorse Youth Centre, has been identified as the most suitable site for the new Youth Zone hub. It is well located on one of the major arterial routes about 1.5km from central Croydon and is served by 5 bus routes and is close to Selhurst station.

In addition, the area to the rear of the Youth Centre currently a childrens play area and this is of interest to On Side to enable additional outdoor facilities to be included within the offer. This is currently designated as Local Green Space and is used as a childrens play ground.



Existing Whitehorse Youth Centre



Proposed Barking and Dagenham Youth Zone

The existing youth building was constructed by the National Association of Boys Clubs in the early 1960's and is now dated and requires modernisation. The original lease granted to the Association was for 60 years and expires in March 2020. There are no break options other than if the site is required for highway improvements and therefore any early termination would need to be by agreement. The Council will support the existing owners in finding an appropriate alternative venue for the activities which would continue.

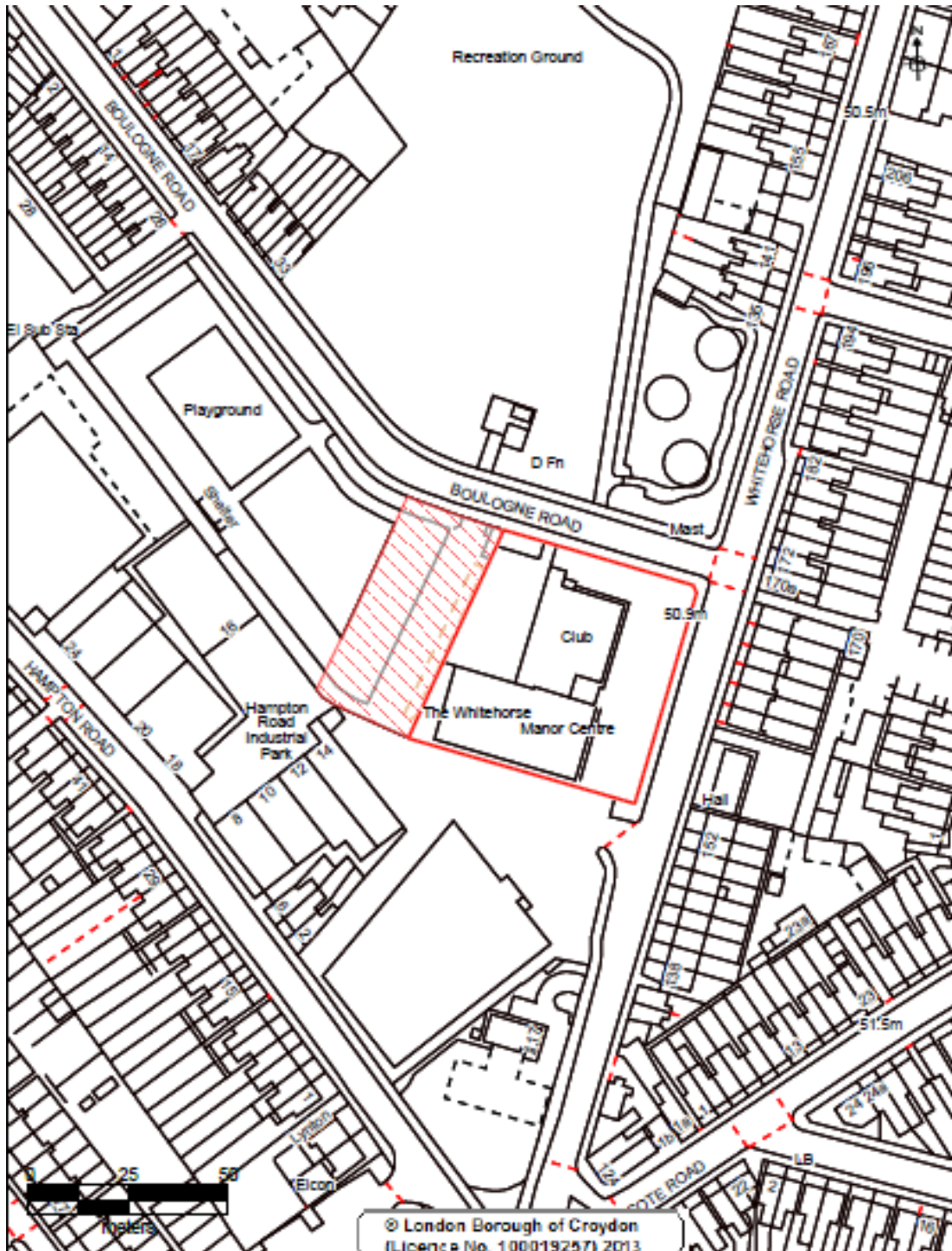
The current building has a total site area of 3,000m<sup>2</sup>, with approximately 1800m<sup>2</sup> of building and hard surfaces. There are no residential buildings on either side of the site with an open space to the north and commercial premises to the south

The Centre is currently open every day and offers a number of activities including:

- Breakfast Club
- Pre-school
- After School Club
- Youth Club (Friday evenings only)
- Dance Sessions
- The Hall is available for hire at weekends and Monday evenings

(Note – no youth provision for teenage young people currently operates from the Centre)

## Location map



## Appendix 3

### Proposed Performance Indicators for Onside Youth Zone

Outcome Areas	Proposed KPI suite
Healthier lives for our young people	<ul style="list-style-type: none"> <li>• % of young people who now understand the benefit of not smoking, and the dangers associated with alcohol and drugs</li> <li>• % of young people who now exercise more regularly</li> <li>• % of young people who now eat more healthily</li> <li>• % of young people who report that the Youth Zone has had a positive influence on their self-confidence</li> <li>• % of young people who have a better understanding of sexual health issues</li> <li>• % of young people reporting increased positive social interactions</li> </ul>
Maximising life chances for our young people	<ul style="list-style-type: none"> <li>• % of young people less likely to miss classes</li> <li>• % of young people reporting better marks in class, and achieving better grades in exams or coursework</li> <li>• % of young people who now get on better with family members</li> <li>• % of young people who are now thinking about life after school and going to college/university</li> <li>• % of young people in education, employment or training</li> <li>• Number of young people joining the Youth Zone as members</li> <li>• Number of young people visiting the Youth Zone each week</li> </ul>
A safe environment for our young people	<ul style="list-style-type: none"> <li>• % of young people staying out of trouble as a result of attending</li> <li>• % of young people with an increased awareness on how to deal with domestic violence and/or child sexual exploitation</li> <li>• % of young people less likely to enter into gang related activity</li> <li>• % who said it has made a positive contribution to the reduction in anti-social behaviour and has improved the local image</li> </ul>
Community benefits	<ul style="list-style-type: none"> <li>• % of local businesses who believe the Youth Zone is having a positive effect on the community</li> <li>• Number of community volunteers recruited</li> <li>• Number of new local job opportunities created</li> </ul>