



EXTRAORDINARY MEETING OF THE BOARD

27 October 2020 4:30pm – 5:30pm

Via Zoom:

<https://us02web.zoom.us/j/82587012684?pwd=OHJKbVI2UEdHYmRkYnJ0S2pHQWloZz09>

AGENDA

	<u>Type</u>	<u>Lead</u>
<i>Open Session</i>		
<i>Introductory items</i>		
1. Apologies for Absence	For Information	Chair
2. Declarations of Interest	For Information	Chair
 <i>Items for decision and discussion</i>		
3. LBTH Youth Service Commission	For Decision	Fokrul Hoque
 <i>Items for information and limited discussion</i>		
4. Any Other Business	For Discussion	Chair

Date of next meeting – AGM and formal Board

Thursday 17 December 2020, 4 – 6pm

TOWER HAMLETS HOMES

NOTE BY CHIEF EXECUTIVE

DECLARATIONS OF INTEREST

Where Members of the Board have an interest in any business of the Board, then she/he must disclose this interest.

Members must disclose the existence and the nature of the interest at the start of the meeting and certainly no later than the commencement of the item when the interest becomes apparent.

Personal Interests

A Board Member must regard themselves as having a personal interest in any matter if the matter relates to an interest in respect of which notification must be given, or if a decision upon the matter might reasonably be regarded as affecting, to a greater extent than other tenants or inhabitants of the Tower Hamlets Homes area, the wellbeing or financial position of themselves, a relative or a friend, OR

- a) Any employment or business carried out by such persons;
- b) Any person who employs or appointed such persons, any firm in which they are a partner, or any company of which they are a director;
- c) Any corporate body in which such persons have a beneficial interest in a class of securities exceeding a nominal value of more than 2% of the issued share capital in a company;
- d) Anybody listed in sub-paragraphs (a) to (e) of paragraph 14 of the Resource Pack in which such persons hold a position of general control or management.

Prejudicial Interests

1. Subject to the provisions of paragraph 2 below, a Board member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a tenant of Tower Hamlets Council as covered by the Management Agreement or a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Board member's judgement of the public interest.
2. A Board member may regard themselves as not having a prejudicial interest in a matter if that matter relates to –


- a) Another relevant organisation of which they are a member;
- b) Another public organisation in which they hold a position of general control or management;
- c) A body to which they have been appointed or nominated by Tower Hamlets Homes as its representative;
- d) Where a Board member holds a tenancy or lease with a relevant organisation, provided that they do not have arrears of rent with that relevant organisation of more than two months, and provided that those functions do not relate particularly to the Board member's tenancy or lease.

Participation in Relation to the Disclosure of Interests

A Board member with a prejudicial interest in any matter must –

- a) Withdraw from the room where a meeting is being held whenever it becomes apparent the matter is being considered at that meeting, unless she/he has obtained a dispensation from the Board's Chairman or Company Secretary; and
- b) Not seek improperly to influence a decision about that matter.

Should you require any further information, please contact Neil Isaac, Director of Finance, telephone: 020 7364 7130, neil.isaac@thh.org.uk

<p align="center">Board of Directors 29th October 2020</p>	
<p>Report authorised by: Paul Davey, Director of Business Transformation</p> <p>Report Author: Fokrul Hoque, Community Partnership Manager with contributions from Rosie Barnes, Graduate Trainee, Tony Lewis, Strategic Advisor</p>	<p>Report type:</p> <p>For decision</p>
<p align="center">THH led consortium bid for LBTH Commissioned Youth Services</p>	

1. Background

- 1.1 Board have previously endorsed delivering a programme of youth activities to engage and support young people living on our estates to address youth related ASB. This has focused on 'targeted Intervention' (commissioning a local organisation, Streets of Growth, to work closely with the ASB Team to carry out street work engaging young people in targeted estates and taking direct referrals) and a 'Universal Offer' (which is a detached youth work programme working with six third sector youth organisations).
- 1.2 Board will recall a report presented in May 2020 which detailed the LBTH review of its youth services and the proposal to commission parts of these activities to external providers. Board were broadly supportive of THH developing a bid to bring together a consortium of youth work providers to deliver the commissioned services. In line with the discussion on this issue in May, this report sets out a business case for submitting a bid for THH to lead a consortium of local organisations to provide youth services for the borough. It should be emphasised that THH will be the enabler rather than service provider through bringing together and overseeing the consortium to provide these youth services on behalf of the Council.
- 1.3 The opportunity to run commissioned youth services provides value in creating a holistic approach to areas in the borough, complements the enforcement work THH has in place and builds on the successful youth engagement and diversion projects already in place. This area of work has the potential to realise significant social return on investment and helps to address one of the highest areas of concern for residents.
- 1.4 This paper seeks Board's agreement to work with local youth provision partners and submit a THH led consortium bid which would see THH taking the lead agency role to support our partners delivering services on the ground for a range of youth services in the borough.

2. Recommendation

That the Board consider this report and agree that, subject to Council approval, THH should lead a consortium to bid for commissioned services detailed in section 5.2 of the report.

3. Executive summary

- 3.1 A THH led consortium bid to deliver services is in line with the THH Business Plan, the Council's strategic plans and would be valued by residents and has the potential to realise significant social return on investment.
- 3.2 THH has a proven track record of delivering these types of services effectively and working in strategic partnerships with other organisations (albeit on a smaller scale). Where THH have implemented a youth programme, youth related ASB reports in the specific designated areas fell in the first year by 48%.
- 3.3 The proposed partners that THH will form a consortium have a proven record of delivering youth related services, are known to THH and are approved and current delivery partners for LBTH.
- 3.4 The business case (section 5 of this report) shows:
 - there are valid reasons and benefits for proceeding and these outweigh any disbenefits identified
 - business options analysis indicates that THH should tender for these services on behalf of the consortium; but for certain activities and areas only where THH manages properties on behalf of the Council and where it has a good chance of success
 - costs associated with bid preparation and mobilisation are relatively low at an estimated value of £40,500 for staff costs (can be accommodated by existing staff). A further £3,000 spend on legal costs has been committed
 - running costs can be covered by a management fee of c8% from the commission budget but this may be something that THH wish to accommodate from its own resources
 - there are risks in delivery of these services, but mitigation actions and careful management mean that risk ratings are assessed as being either low or medium
 - success will further assist THH in delivering the separate £500k growth bid funding it has already received from the Council for delivering youth services in the most effective way
 - there are social returns on investment gains to be achieved; above what will be achieved by other providers should THH decide not to bid for lots.

4. Further Information

- 4.1 Scope of Commissioned Services
 - 4.1.1 The LBTH Youth Service provides a wide range of engaging opportunities and activities for young people aged 11-19 (up to age 25 if they have additional

needs) to enable them to build their social and emotional skills, develop their own projects and enjoy safe spaces.

LBTH have decided to tender for a 3-year (+1+1) youth activity contract valued at £1.2m for the period 2021 up 2026. The model is based upon the findings from the Youth Service Review 2019 and lessons learned. It is intended that the Service will be more responsive to the needs of children and young people; it will offer greater partnership engagement; and it will support the delivery of shared partnership outcomes. Under this recommendation a mixed economy Youth Service will provide a combination of commissioned and internally delivered services. It is proposed that universal and specialist youth service delivery are commissioned and that a retained in-house youth provision will focus on oversight of commissioning; strengthening youth voice and empowerment, and delivery of more intensive, targeted youth work. This model offers opportunities to use the ability and talent of the Community Voluntary Sector (CVS) to fund raise and attract additional funds to enhance the youth offer across the borough.

- 4.1.2 The commissioning of the service has been broken down and advertised in three LOTS as follows:

LOT1 - Detached – Estate/Street Work

Advertised as one single boroughwide contract valued at £295k. LBTH expects five delivery teams, one team in each quadrant and a central team, with 48 hours of delivery per month per quadrant for 48 weeks of the year.

LOT2 - Universal - Youth Clubs/hubs

Advertised as four lots, some with two youth hubs and some with three youth hubs with a budget for each hub of £69k. Minimum of 42 hours of delivery per month per hub during term time (38 weeks) and 120 hours of delivery during the 10 weeks of school holidays.

LOT3 - Specialist - LGBT, Transitions, Arts and SEND

Contract lots for provision of specialist services to be delivered across the borough. With contract values as follows: Arts - £70k, LGBTQi - £25k, SEND - £50k and Transitions - £70k.

- 4.2 Context and THH Youth work in place

- 4.2.1 Tower Hamlets has a relatively young population, both in comparison to other London Boroughs and nationally, with 24 per cent of residents aged 0-19. This young population is aspirational and independent, 64.3 per cent of school pupils achieve passes in Maths and English at level 9-4 (A*-C), higher than the national average.
- 4.2.2 Tower Hamlets has the highest child poverty rate in the country, with 57% of children considered to be living in household poverty. While the unemployment rate in the borough fell by 1.9 percentage points between 2013/16 and 2016/19, it is still higher than all other London boroughs, at 7.7 per cent. The borough also has a high average rate of children not in education, employment and training (NEET), at 3.8 per cent. These are all factors that are frequently associated with causing young people to participate in criminal and anti-social activity.

- 4.2.3 Anti-social behaviour, knife crime and youth-on-youth violence are persistent problems for inner-city London Boroughs like Tower Hamlets. Although media reports and popular perception of gang related violence and offences often outweighs the actual number of incidents, there is a high level within the borough that needs addressing for the safety of young people and other residents.
- 4.2.4 An analysis of data from the Metropolitan Police shows that in the past eight years, knife crime in Tower Hamlets has increased by 34 per cent; from 794 offences in 2010-2011 to 1065 in 2017-2018. The interlinked issues of knife crime, violence, anti-social behaviour and drugs and alcohol misuse pose significant challenges for the borough.
- 4.2.5 Whilst there is no single cause of violence and no simple solution, giving young people positive options, safe places and trusted relationships has to be part of the answer. These resources have previously been slashed due to years of austerity; funding for youth services in Tower Hamlets has fallen by 72% from 2010/11 and 2018/19.
- 4.2.6 To mitigate against the worst impacts of these cuts and growing rates of anti-social behaviour and crime, THH have proactively worked with the local youth organisation Streets of Growth to deliver targeted, diversionary work that has sought to address some of the root cause of youth related ASB. This resulted in reducing ASB rates by an average of 48% in three targeted neighbourhoods during the first year. In the most recent evaluation, 25 of the 26 young people that were referred to the programme and participated in the 'Bridge Programme' have not reoffended during the six-month period of their participation in the programme.
- 4.2.7 THH have also commissioned six CVS organisations to deliver youth services across several estates during the summer over the last two years. They successfully engaged with over 500-600 young people and delivered a range of activities from sports, arts and crafts activities to fun days and day-trips. These activities kept young people engaged and active in positive activities, reducing the chances of them getting trapped into ASB and crime.
- 4.3 THH bid approach
- 4.3.1 In line with our 'engaging, enabling and empowering' approach to preventative services and community investment, THH have 'engaged' and brought together a number of specialist youth development organisations with a strong track record of delivery to form a partnership to bid for the LBTH contracts.
- 4.3.2 We propose to lead on some bids to 'enable' these groups to have the greatest chance of securing these contracts, but also to develop the long-term partnership and collaborative working between these groups, with THH acting as a anchor organisation to support this.
- 4.3.4 We will provide strategic support and guidance to 'empower' these organisations for longer term partnership and development work in this area over and above the LBTH contracts, thus hopefully leading to them having greater chance of

securing external strategic funding and therefore delivering more and better co-ordinated services to our residents.

- 4.3.3 Having reviewed the LBTH contracts the preferred option is for THH to take the lead agency role in a number of bids and support other partners to take the lead role in others, whilst retaining our partnership approach throughout the bids. This approach of coordinating partner CVS organisations to bid collectively for the LBTH commissioned Youth Services not only gives the greatest chance of success with the bids, but also will deliver greater value for money for LBTH and great services for young people. Forming and co-ordinating a consortium of CVS organisations also allows us to bring together expertise and knowledge to provide the best services possible.
- 4.3.4 If successful with the bid, THH will take the role of co-ordinating, supporting, monitoring and fundraising, ensuring partner CVS organisations are equipped to provide the frontline high-quality youth activities.
- 4.3.5 THH's partners (subject to final negotiations and agreements) and their roles are likely to be:

Osmani Trust has been successfully delivering high quality activities for young people (12-25) funded by LBTH Youth Service, the Mainstream Grant (MSG), the Positive Activities for Young People (PAYP) and Youth Opportunity Fund (YOF), for around 20 years. The Trust engages well over 800 people on a weekly basis, working out of the £4.4 million Osmani centre, built in 2009.

Newark Youth London has over 30 years of experience delivering youth activities, including successfully providing LBTH Youth services for Stepney ward since 2013. They also have experience delivering more localised summer programmes, previously funded by City of London and Southern Housing Group.

Society Links has been successfully delivering youth services in Tower Hamlets for the past nine years. This includes being the contract holder for LBTH youth service for the Shadwell ward and the Whitechapel ward for the past 5 years and providing the LBTH Girl's Group Project. Society links has experience delivering successful specialised youth services, including Universal provisions, diversionary work, and targeting NEET young people.

Streets of Growth has been successfully delivering THH's youth diversionary contract for the past 3 years. Their close collaboration with the Police and THH's ASB team, in addition to their targeted prevention and intervention approach resulted in 48% reduction in ASB in the first year of the project. They have also held a number of council contracts, and since starting in 2001 they have directly worked with over 3000 young adults to achieve positive outcomes.

Vallance Community Sports Association (VCSA) has been established for 20 years, delivering sporting initiatives to Tower Hamlets residents. VCSA pride themselves on offering inclusive sports activities to reflect the needs of residents in the borough and hold weekly sports and youth sessions to accommodate the needs of people with Special Educational Needs (SEN).

- 4.3.6 All the above organisations are experienced in delivering youth services, including contracts for LBTH and are approved LBTH suppliers. In the recent cabinet report regarding the youth service review, officers outlined the delivery achievements of some of the partners we are seeking to work with and noted that all have delivered against the contract targets and in many cases exceeded targets.
- 4.3.7 We have also commissioned and worked with all the above partners over the last 2-4 years and all contracts that we have issued, the organisations have exceeded targets for their contracts.
- 4.3.8 The above partnership was put together when LBTH had indicated that all the contracts would be split in quadrants, so our focus was on contracts on the west of the borough. Now that the detached contract has been merged into one single boroughwide contract, we are working to identify a local partner(s) to support delivery in the east of the borough and are in discussion with a number of organisations.

5. Business Case

5.1 Reasons for undertaking a consortium bid

5.1.1 The main reasons can be summarised as:

- 1) *Create Great*. THH is working together for a common purpose – a purpose that places great homes, great services, and great communities at its heart and being progressive on providing Youth Services will contribute to this.
- 2) THH are a critical delivery partner for the Council to achieve its strategic priorities and THH wishes to be the Council's partner of choice.
- 3) ASB is a critical business indicator and it is in the plan to review and re-procure youth diversionary activities. As well as being an area of progression, it also sits well with our ASB agenda more widely, is a known area that positively impacts on residents generally and tackling the underlying causes and providing support and life choices complements the enforcement arrangements THH has in place.
- 4) This presents an opportunity for THH to build on the work delivered over the last few years and provides a more holistic approach to dealing with youth related ASB (people, behaviours and ASB travels over estate boundaries)
- 5) This opportunity is unlikely to be available for another five years (potential length of contract with extensions) so it is seen as strategically important to bid now rather than in five years (where there is also likely to be a strong incumbent for delivery).
- 6) THH chooses to do this as a consortium which builds the capacity of its partner organisations. These organisations generally have a proven service delivery record. This consortium will allow their services to be expanded geographically out to a wider audience and will further be supported by THH in making links with our TRAs/Parkguard/ASB, other organisations and sharing good practice in a more structured framework.
- 7) Running costs are contained within the provision of funding from the Council so this has no overall impact on THH finances. THH are able to charge c8% management fee should it so wish from the Council provision to cover costs of management and administration of the contracts.
- 8) THH were awarded £500k as a growth bid to deliver detached youth services as there was no detached provision in the Borough. Being successful in

bidding would enable this £500k to be spent effectively in the areas of operation, otherwise THH would be looking to re-identify gaps in provision or support other providers work which may not be as effective.

- 9) The overall size of the consortium has the potential to enable more funding to be levered in/accessed. Smaller organisations tend to win smaller grants due to capacity to deliver however a larger consortium will have more capacity given size and strategic framework. Local examples of smaller organisations being awarded c£40k grants whereas Poplar Harca being awarded c£700k grants from the Mayor of London.
- 10) THH is proven at delivering successful services in this area as well as being a competent strategic lead in a partnership framework.
- 11) The impact of successful delivery of this type of work benefits the communities greatly and impacts positively on the direction of lives. There is a high amount of social return on investment that can be demonstrated.

5.2 Business Options

5.2.1 An analysis and reasoned recommendation for the base business options of choices considered for overall approach and the three commission areas of 'Universal', 'Specialist' and 'Detached'.

5.2.2 Regarding overall approach:

- 1) Do nothing: Maintains the existing service delivery model for reducing ASB on THH estates and providing THH youth residents support. There are no financial implications. The work being transferred from the Council to another organisation/consortium will continue to be delivered – THH is likely to have less influence on services being delivered to these areas as THH would have less influence on the operating consortium/single provider than it would on the Council.
- 2) Do the minimum: There are only two options – consider tendering for commissioned services, or don't.
- 3) Do something: For the reasons stated above it is proposed that bids are made for various lots.

5.2.3 Regarding 'Detached' street work: **THH leads the consortium to bid**

- THH will lead a boroughwide consortium bid for detached youth work (as it is the area of greatest interest and achievement so far and for the ability to work closely with the ASB team. THH will need to engage more consortium partners to cover the Isle of Dogs area and Bow/Poplar areas.

5.2.4 Regarding 'Universal' youth clubs/hubs: **THH supports the consortium to bid**

- THH will not lead the bid but instead support another consortium partner to lead and bid for the two westside contracts with the others – if they are successful THH can consider bringing them on board as non-contractual consortium partners and still be able to have the partnership work going on and have influence over delivery.

5.2.5 Regarding 'Specialist' services: **THH leads the consortium to bid for two LOTS**

THH will lead bids on two areas, Arts and SEND and consider if consortium

partners have the capacity on 'Transitions'.

- Arts offer (engagement through art) – is currently provided in house, so strong chance of success with bid. Bid will include added value of being able to roll this out to youth Hubs/centres. Also, THH are supporting the creation of a fashion and creative arts hub on the first floor of Rushmead (same location as front counter service) along with Streets of Growth services. Bid.
- Special Educational Needs and Disability (SEND) – whilst there are current specialist providers in the borough, they tend to be geographically restrained/located in a particular building. THH bid will look to mainstream SEND services, offering into all youth centres, rather than restricting use by only having a few defined centres as per existing organisations. Bid.
- Transitions – works with young people from age 11+ to support the move from primary to secondary education. One of our partners has extensive experience in this area of work and have indicated that they would be interested in bidding for this and seen as a positive service to deliver which complements the overall approach. No Bid
- LGTBQi+ – existing and well performing organisations exist. No bid.

5.2.6 Potential bid summary and delivery partners:

The table below outlines the proposed delivery partners for each of the lots that the consortium partners are seeking to bid for.

Universal	Specialist	Detached
1c – Bethnal Green (Newark)	2a – Arts (Streets of Growth)	3b - North West (Osmani)
1e – St Peters (Osmani)	2b – SEND (Vallance)	3d - South West (Osmani)
1f – Haileybury (Newark)	2d – Transitions (Society Links)	3e – Central (Streets of Growth)
1h – Wapping (Society Links)		South East - TBC
1j – Christian St (Society Links)		North East - TBC

The maximum THH will bid contract values of £415,000 for three contracts. If others in the partnership are successful in securing the bids that they will lead on, then the combined resources in the partnership will be £830,000.

5.3 Contract financial viability

5.3.1 Detached Contract - Outlined below is the draft budget for single detached delivery team to demonstrate the financial viability of the contract.

Total LBTH budget per year - £59,000

Draft Budget

Budget Line	Description of Cost	Projected cost per year
1 x Senior Youth Worker	£22p/h (inc on costs) at 15hrs p/w for 48wks per year	£15,840

2 x Junior Youth Workers	£17p/h (inc on costs) at 12hrs p/w for 48wks per year	£19,584
Activity budget	(coaches, tutors, equipment, accreditation fees)	£15,103.60
THH Management costs	THH Management fee (approx. 8%	£4,130
Delivery Partner Management costs	Delivery partner management fee approx. 8%)	£4,342.40
Total Cost	Annual Budget	£59,000

LBTH outcome expected per year

- 150 Registered contacts – completed registration form
- 90 participants – not defined, but normally xxx number of hours
- 90 recorded outcome – young people evidence that they have an improved sense of wellbeing, better able to access holistic and supportive opportunities across the borough, etc.
- 30 accredited outcome – complete Duke of Edinburgh Award, ASDAN, Arts Award, Music Award, etc. Accreditation is about £30 per person.

The THH experience of commissioning these types of work demonstrates that the contracts are viable. Outlined below is contracts we have commissioned, their values and their outcomes achieved:

Targeted intervention programme with Streets of Growth, working with those hardest to engage and involved in ASB/Crime – Budget = £50k p.a
 Outcomes achieved – Registered – 181, completed 6-week course – 41, 15 into education, employment, training.

THH 5-week detached summer programme, delivered by 5 organisations = £55,000.
 Outcomes achieved – Registered – 412, Youth volunteering – 30, Active referral and follow-up – 78.

Though the above 2 examples are not exactly the same as the LBTH contract, however it provides comparable programmes that we have run to hopefully demonstrate viability. We will also get greater economies of scale with the combined contract, which is valued at £295,000, giving us greater budgets to use flexibly as required to meet outcomes.

5.3.2 Arts Contract - Outlined below is the draft budget for Arts contract to demonstrate the financial viability of the contract.

Total LBTH Budget per year: £70,000

Draft Budget

Budget Line	Description of Cost	Projected cost per year
1 x Art Coordinator/Senior Youth Worker	£18 p/h (Inc of on costs) at 25 hrs p/w for 48 weeks per year	£21,600
Project Activity Costs	Costs for sessional youth workers (£12 p/h), creative tutor costs (£12-15 p/h) Art materials (approx. £20 per 90 participants per year)	£39,300

	ASDAN accreditation (£30 per student = 30 students per year)	
THH Management costs	@ 8% of total budget	£5600
Delivery Partner Management costs	@ 5% of total budget	£3,500
Total Cost	Annual Budget	£70,000

Break down of proposed costs for delivery from Bethnal Green Hub, in different locations via the Youth Service Hubs, detached outreach work and in spaces run by identified agreed partners such as Rich Mix, Trapped in Zone One, Mile End Community Project.

LBTH outcome expected per year

- 150 registered contacts per year: achieved via taster sessions, detached outreach – this will be demonstrated by a completed registration form
- 90 participants registered into art programmes and activities this will be 4 hours of activity per participant
- 90 recorded outcomes from 90 participants: Young People will be monitored and self-report on improved sense of wellbeing. improved motivation about futures access holistic and supportive opportunities across the borough of Tower Hamlets; able to use and share information linked to what they have learnt, increase their critical thinking skills. A better understanding of opportunities available to them particularly in relation to creative industry pathways.
- 30 participants complete one of the following ASDAN Art Awards, (Bronze level), ASDAN personal leadership accreditation (short course)

Streets of Growth delivery partner has a demonstrated track record of delivery art programme inclusive of delivery ASDAN Art Awards and is an accredited ASDAN Centre. Over the last 19 years Streets of Growth has delivered a range of visual art programmes as well as establishing its own Art Social enterprise Turning the Tables. In addition, there are interested named organisations who will be part of delivery of art activities such as Rich Mix, Trapped in Zone One, Mile Community project.

5.3.4 The combined value of the contracts THH are leading on amounts to £415k, with an 8% management fee charged to the contract for contract management and administration provides £33,200, to pay for 50% of the salary of a member of staff employed circa. £60k.

5.4 Expected Benefits

5.3.1 The benefits expressed in measurable terms against the situation as it exists are given consideration. In assessing benefits, the key factor is to consider what additional value can be achieved should THH be the lead of a consortium rather than the commissioned services being delivered by others.

5.3.2 THH expectations on long term impact

- 1) reduction in ASB and Youth on Youth violence in and around the areas where THH manages properties
- 2) better co-ordination and intelligence within THH estates involving young people and adults and our ASB service
- 3) a more active community and neighbourhood

- 4) more residents involved in supporting the issues affecting young people and adults
- 5) better information to share how we can engage those young people and adults not accessing local services and supporting them from getting into risk
- 6) better communication and sharing of information amongst community groups working with young people and adults in the community
- 7) increased capacity of partner organisations to reach more THH and local residents given that THH networks can be utilised
- 8) increased leverage of funding into the area as this is a real focus of the THH approach.

5.3.3 The Councils expectations on Outcomes: (the Tower Hamlets Outcomes Framework will be implemented to measure change)

- 1) young people feel that they are supported to make changes in their lives, in the lives of another young people they represent and their communities
- 2) young people have a sense of a brighter futures, with a focus educational attainment, employment, mental and physical health and well-being.
- 3) young people feel able to access early support through the 0 -25 workforce (adolescents support) and other early help opportunities.
- 4) young people are supported as part of the whole family, where appropriate, using the following approach:
 - o the implementation of whole family working,
 - o support for families that require Early Help,
 - o the use of restorative practice approaches, and
 - o the delivery of greater partnership working between the local authority's Early Help services with our external partner
 - o young people increase their critical thinking skills by attaining accreditation such as Duke of Edinburgh Bronze Award.

5.3.4 The added value of THH providing services (above what will be achieved of another organisation providing services) comes from utilisation of THH networks (which include the Council, residents and CVS organisations, RP partners), the partnership arrangements in place, the expertise that THH already has and can draw on both internally and externally and existing low overheads. These are summarised as:

1. 10% additional social impact above what others could deliver estimated to be £290.5k (using a formula based on HACT audited social impact of THH budget) social impact of 1 : 3.5 a contract value of £830k is likely to generate social impact of £2.905m of which 5% equates to £290.5k
2. 10% additional reduction in Youth ASB cases with the close working between the providers and our ASB team
3. 10% more grant/income into Borough utilising THH expertise in this
4. 20% more engagement in arts related activity by the partnership working arrangements, taking arts into local youth centres
5. 10% more activity on Special Educational Needs work through THH commitment to mainstream activities in locations around the Borough rather than having a single point of delivery
6. Opportunities for positive reputation through targeted marketing of programmes and outcomes as demonstrated via our ASB diversionary project and summer project

5.3.5 Further contract specific benefits will be developed once further details and aspirations of the Council have been ascertained but, when compared to existing LBTH provision, these are likely to include:

- 1) Engagement of 10% more young people each year who are not engaging with local services and often hanging around the estates, parks and streets.
- 2) To make 10% more referrals to our targeted intervention provider, young people engaged in ASB/Crime and with other underlying issues preventing their participation in provisions.
- 3) To use a detached youth work model and offer 10% more young people activities within the estates.
- 4) To support 10% more number of young people to access LBTH and other youth service provisions.
- 5) To refer 10% more number of young people and adults to alternative service such as employment and training, mentoring, coaching and careers advice and guidance.
- 6) To provide a visual presence within estates where local residents can see engagement with young people and adults taking place. Some form of clear uniform or ID which can identify staff working on the project.
- 7) To liaise and work with local voluntary community outreach project, TRA and businesses in the local community to build positive relationships.
- 8) To create and plan a forum where partners, ASB team and community groups can meet and exchange information, share project developments in area and needs of young people and adults.

5.4 Potential Dis-benefits

- 5.4.1 The outcomes perceived as negative have been identified as:
- Outlay cost - resources to tender, mobilise, legal advice (Trowers advice on consortiums) steering group, internal specialist advice (e.g. Procurement, financial, people advice). Decision making process.
 - Ongoing cost - oversee/liaise with partners, report to client
 - Line management pressures
 - Potential risk to reputation

5.5 Timescale

- 5.5.1 Tender return deadline – 09/11/20
 Contract award – 22/12/20
 Contract start – 01/04/20
 Apr 2021 – Mar 2024 with the potential to extend yearly to March 2026.

5.6 Costs

- 5.6.1 Costs of preparation, tender and mobilisation are summarised as:

Costs identified:

Stage	Activity	Unit measurement	Number of units	Activity cost
Bid	Preparation of tender	Hours @ £40 p/h	100	£4,000
Bid	Legal advice	Report/advice actual cost	1	£3,000
Bid	Steering Group	Hours @ £50 p/h	30	£1,500
Bid	Internal specialist time	Hours @ £50 p/h	30	£1,500
Bid	Decision making process	Hours @ £50 p/h	10	£500
Mobilise	Staff time comparable	Half year cost of FTE	1	£30,000

	to 1 FTE for 6 months	post (c£60k)		
Ongoing	Oversee/liaise with partners, report to client. 30% of FTE	30% of FTE (c£60k)	1	£18,000
Ongoing	Legal advice	actual	1	£1,000

Description	Year 0&1 Costs	Year 2 Costs	Year 3 Costs	Year 4 Costs	Total Costs
Bid	£10,500	£0	£0	£0	£10,500
Initial Legal costs	£ 3,000	£0	£0	£0	£ 3,000
Mobilise	£30,000	£0	£0	£0	£ 30,000
Ongoing management*	£18,000	£18,000	£18,000	£18,000	£ 72,000
Ongoing legal advice*	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 4,000
Totals	£62,500	£19,000	£19,000	£19,000	£119,500

*costs that can be covered by management fee

5.7 Major Risks

5.7.1 Consideration is given to risks and mitigations that THH is able to make. An assessment of the risk rating is given. Key risks are:

1 Diversion from core activities

- Risk – that by bidding and being successful will be a distraction to and diversion away from core activities.
- Mitigation – that this is generally a self-contained area resource (staff and financial) wise. C8% of the budget can be used as a management fee.
- Rating after mitigation – Medium (inevitably THH staff will spend time bidding, mobilising and running services, EMT/SMT and the THH service area will need to monitor arrangements for impact).

2 Added value

- Risk - to THH residents is not comparable with investment
- Mitigation – that the cost of the service will be contained within the commissioned budget so will not be a direct cost to THH tenants and leaseholders. Outcomes will benefit residents.
- Rating after mitigation - Low

3 Consortia arrangements

- Risk - can be problematic to set up, legally binding commitments and need clienting.
- Mitigation - Trowers advice sought regarding approach and as equal partners in the consortium it reduces the risk. Legal advice will continue to be sought on the form and shape of the consortium and in-house procurement advice is available.
- Rating after mitigation – Medium (given the complexities of arrangements)

4 Scaling up and strategically delivering specialist services

- Risk – THH manage smaller value service contracts and don't have experience of delivering specialist youth services so knowing what good looks like may be a problem.
- Mitigation - THH does have experience in this area and performance standards

are detailed. LBTH has a role in providing support and clienting. THH has a network of organisations to seek advice from as well as being able to access good practice.

- Rating after mitigation – Low (proven experience, resources defined and support is available)

5 Reputational risk.

- Risk - if services delivered are not up to standard or fail generally or an individual – especially as LBTH are making some savings from the service delivery.
- Mitigation - Statistics show that the Council run services have been consistently underperforming and this has been acknowledged by politicians and staff. Conversely, CVS organisations have the experience and expertise and have consistently proven over achievement in performance against industry aligned performance targets. THH also has experience in delivering these type of services, both operationally, strategically and with partners. By delivering successful services, reputation of THH can be enhanced.
- Rating after mitigation – Medium (whilst mitigation looks to be robust, success is high profile, political and can be viewed arbitrarily by some).

6 Timescales.

- Risk - The speed at which the contract needs to be bid for and mobilised.
- Mitigation - Resources are in place to deliver the bid and a steering group has been formed. Whilst it is now a relatively short period of time until tender, lots of work and discussions have been ongoing with potential consortium partners to establish a working model, Board will remember receiving a paper in July 2019 following the LBTH review of Youth Services and indicating its support- for a potential bid once details were known and work has been ongoing since that time.
- Rating after mitigation – Medium (timescales remain tight and the steering Group will need to monitor closely and flag any issues to EMT)

7 Capacity and capability of partners organisations.

- Risk – have partner organisations enough capacity and capability to deliver
- Mitigation – The proposed partner organisations have been chosen for their proven ability to deliver services and have been in existence for some time, successfully delivering services in partnership arrangements locally with LBTH, THH and others. We have deliberately chosen more organisations than we may have needed to have capacity and flexibility, should one partner's performance drop, allowing scope for other partners to step in and support.
- Rating after mitigation – Medium (partner organisations remain smallish entities and out of the control of THH)

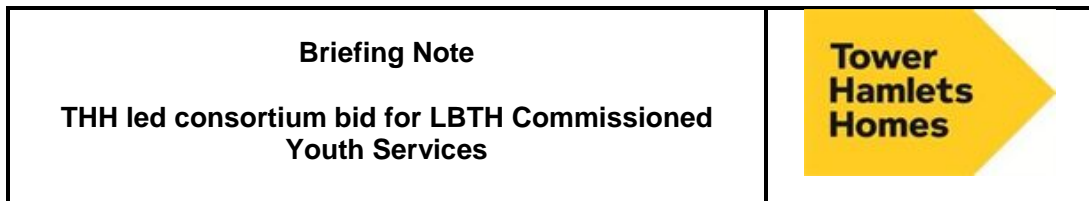
8 Contract Period.

- Risk – is the contract length too short to realise outcomes
- Mitigation - The contracts being let are thought to give enough time to deliver the desired outcomes and to utilise the growth bid already received from the Council of £500k.
- Rating after mitigation - Low

9 The impact on financial cuts to the service previously made by LBTH.

- Risk - A summary estimate is that budget for the Youth Service provision has seen a c23% reduction over the last three years. Running of youth clubs is being reduced from £80per year to run 5 nights of activities to £69k for 3-4 nights of activity.

- Mitigation - THH is proposing 3 nights of activity with a better quality of service that will engage youths more. Commissioned services have a track record of better and more effective delivery and are able to lever in more external funding. THH have £500k growth bid funding to use.
- Rating after mitigation - Low



The attached report is to be considered by the THH Board of Directors on 27th October 2020. In parallel with the Board decision making process we are seeking the decision of the Council

Whilst the Management Agreement does not specifically cover the situation of THH bidding for a Council contract, section 5 does cover the provision of additional services stating:

5.3 THH can propose the provision of additional services under this Agreement either to be performed to the benefit of the Council or a third party. The Council, upon receiving such a proposal at its discretion shall have regard to such proposal acting reasonably. In the event that the Council agrees to the provision of such further services then:

5.3.1 The additional services shall be reflected in a separate services agreement executed on behalf of both parties and

5.3.2 Will be subject to the successful completion of any necessary delegations in accordance with the Council's constitution (as shall not commence until such time as such delegations have been made) and

5.3.3 Where the proposal relates to the provision of Services to third parties the totality of all services provided to third parties shall not represent more than 20% of the total business activities carried out on a daily basis by THH.

5.4 THH must obtain the consent of the Council before they bid for any contract to deliver services to a third party, either in their own name or through any subsidiary. Any such initiative on the part of THH or their subsidiaries must be agreed as part of the annual Business Plan.

Additionally:

5.2 of our Articles states - Provide amenities and services Of any description for residents of housing stock owned or managed by LBTH from time to time either exclusively or together with persons who are not residents of such housing stock.


5.4 states Carry out any activity which contributes to the regeneration or development in the area of lbth including but not limited to: (a long list including) 5.4.12 says providing services of any description for lbth

The Board report sets out the business case for the bid and aims to demonstrate the rationale for bidding and the added value associated with a THH enable consortium bid.

In summary:

- High quality youth service provision plays an essential part in realising our agreed Business Plan objective to “create great communities”. An objective that directly relates to the Councils priority outcome of “People are aspirational, independent and have equal access to opportunities”
- Addressing ASB is consistently ranked by residents as a top priority; young people having access to services that engage with them in a positive away is an integral element to a holistic approach to managing ASB
- By acting as the lead enabling partner for a consortium bid, THH can work with voluntary sector partners to deliver services in a complementary way. Through harmonising their activity, we can maximise the impact of the partnership to deliver services greater than the sum of its parts and discourage the sometimes-competitive behaviours of old
- The Mayors stated priority is “on improving the lives of local people by ensuring that the council, and its partners, provide the best possible services.. The lead enabling approach envisaged by the bid is very much in line with this aspiration .
- THH has a strong and successful track record in commissioning youth services. This has previously been recognised by the Council in approving growth bid funding to extend our reach

A more detailed view of the reasons for bidding is provided in section 5 of the report.

<p align="center">Board of Directors 29th October 2020</p>	
<p>Report authorised by: Paul Davey, Director of Business Transformation</p> <p>Report Author: Fokrul Hoque, Community Partnership Manager with contributions from Rosie Barnes, Graduate Trainee, Tony Lewis, Strategic Advisor</p>	<p>Report type:</p> <p>For decision</p>
<p align="center">THH led consortium bid for LBTH Commissioned Youth Services</p>	

1. Background

- 1.1 Board have previously endorsed delivering a programme of youth activities to engage and support young people living on our estates to address youth related ASB. This has focused on 'targeted Intervention' (commissioning a local organisation, Streets of Growth, to work closely with the ASB Team to carry out street work engaging young people in targeted estates and taking direct referrals) and a 'Universal Offer' (which is a detached youth work programme working with six third sector youth organisations).
- 1.2 Board will recall a report presented in May 2020 which detailed the LBTH review of its youth services and the proposal to commission parts of these activities to external providers. Board were broadly supportive of THH developing a bid to bring together a consortium of youth work providers to deliver the commissioned services. In line with the discussion on this issue in May, this report sets out a business case for submitting a bid for THH to lead a consortium of local organisations to provide youth services for the borough. It should be emphasised that THH will be the enabler rather than service provider through bringing together and overseeing the consortium to provide these youth services on behalf of the Council.
- 1.3 The opportunity to run commissioned youth services provides value in creating a holistic approach to areas in the borough, complements the enforcement work THH has in place and builds on the successful youth engagement and diversion projects already in place. This area of work has the potential to realise significant social return on investment and helps to address one of the highest areas of concern for residents.
- 1.4 This paper seeks Board's agreement to work with local youth provision partners and submit a THH led consortium bid which would see THH taking the lead agency role to support our partners delivering services on the ground for a range of youth services in the borough.

2. Recommendation

That the Board consider this report and agree that, subject to Council approval, THH should lead a consortium to bid for commissioned services detailed in section 5.2 of the report.

3. Executive summary

- 3.1 A THH led consortium bid to deliver services is in line with the THH Business Plan, the Council's strategic plans and would be valued by residents and has the potential to realise significant social return on investment.
- 3.2 THH has a proven track record of delivering these types of services effectively and working in strategic partnerships with other organisations (albeit on a smaller scale). Where THH have implemented a youth programme, youth related ASB reports in the specific designated areas fell in the first year by 48%.
- 3.3 The proposed partners that THH will form a consortium have a proven record of delivering youth related services, are known to THH and are approved and current delivery partners for LBTH.
- 3.4 The business case (section 5 of this report) shows:
 - there are valid reasons and benefits for proceeding and these outweigh any disbenefits identified
 - business options analysis indicates that THH should tender for these services on behalf of the consortium; but for certain activities and areas only where THH manages properties on behalf of the Council and where it has a good chance of success
 - costs associated with bid preparation and mobilisation are relatively low at an estimated value of £40,500 for staff costs (can be accommodated by existing staff). A further £3,000 spend on legal costs has been committed
 - running costs can be covered by a management fee of c8% from the commission budget but this may be something that THH wish to accommodate from its own resources
 - there are risks in delivery of these services, but mitigation actions and careful management mean that risk ratings are assessed as being either low or medium
 - success will further assist THH in delivering the separate £500k growth bid funding it has already received from the Council for delivering youth services in the most effective way
 - there are social returns on investment gains to be achieved; above what will be achieved by other providers should THH decide not to bid for lots.

4. Further Information

- 4.1 Scope of Commissioned Services
 - 4.1.1 The LBTH Youth Service provides a wide range of engaging opportunities and activities for young people aged 11-19 (up to age 25 if they have additional

needs) to enable them to build their social and emotional skills, develop their own projects and enjoy safe spaces.

LBTH have decided to tender for a 3-year (+1+1) youth activity contract valued at £1.2m for the period 2021 up 2026. The model is based upon the findings from the Youth Service Review 2019 and lessons learned. It is intended that the Service will be more responsive to the needs of children and young people; it will offer greater partnership engagement; and it will support the delivery of shared partnership outcomes. Under this recommendation a mixed economy Youth Service will provide a combination of commissioned and internally delivered services. It is proposed that universal and specialist youth service delivery are commissioned and that a retained in-house youth provision will focus on oversight of commissioning; strengthening youth voice and empowerment, and delivery of more intensive, targeted youth work. This model offers opportunities to use the ability and talent of the Community Voluntary Sector (CVS) to fund raise and attract additional funds to enhance the youth offer across the borough.

- 4.1.2 The commissioning of the service has been broken down and advertised in three LOTS as follows:

LOT1 - Detached – Estate/Street Work

Advertised as one single boroughwide contract valued at £295k. LBTH expects five delivery teams, one team in each quadrant and a central team, with 48 hours of delivery per month per quadrant for 48 weeks of the year.

LOT2 - Universal - Youth Clubs/hubs

Advertised as four lots, some with two youth hubs and some with three youth hubs with a budget for each hub of £69k. Minimum of 42 hours of delivery per month per hub during term time (38 weeks) and 120 hours of delivery during the 10 weeks of school holidays.

LOT3 - Specialist - LGBT, Transitions, Arts and SEND

Contract lots for provision of specialist services to be delivered across the borough. With contract values as follows: Arts - £70k, LGBTQi - £25k, SEND - £50k and Transitions - £70k.

- 4.2 Context and THH Youth work in place

- 4.2.1 Tower Hamlets has a relatively young population, both in comparison to other London Boroughs and nationally, with 24 per cent of residents aged 0-19. This young population is aspirational and independent, 64.3 per cent of school pupils achieve passes in Maths and English at level 9-4 (A*-C), higher than the national average.
- 4.2.2 Tower Hamlets has the highest child poverty rate in the country, with 57% of children considered to be living in household poverty. While the unemployment rate in the borough fell by 1.9 percentage points between 2013/16 and 2016/19, it is still higher than all other London boroughs, at 7.7 per cent. The borough also has a high average rate of children not in education, employment and training (NEET), at 3.8 per cent. These are all factors that are frequently associated with causing young people to participate in criminal and anti-social activity.

- 4.2.3 Anti-social behaviour, knife crime and youth-on-youth violence are persistent problems for inner-city London Boroughs like Tower Hamlets. Although media reports and popular perception of gang related violence and offences often outweighs the actual number of incidents, there is a high level within the borough that needs addressing for the safety of young people and other residents.
- 4.2.4 An analysis of data from the Metropolitan Police shows that in the past eight years, knife crime in Tower Hamlets has increased by 34 per cent; from 794 offences in 2010-2011 to 1065 in 2017-2018. The interlinked issues of knife crime, violence, anti-social behaviour and drugs and alcohol misuse pose significant challenges for the borough.
- 4.2.5 Whilst there is no single cause of violence and no simple solution, giving young people positive options, safe places and trusted relationships has to be part of the answer. These resources have previously been slashed due to years of austerity; funding for youth services in Tower Hamlets has fallen by 72% from 2010/11 and 2018/19.
- 4.2.6 To mitigate against the worst impacts of these cuts and growing rates of anti-social behaviour and crime, THH have proactively worked with the local youth organisation Streets of Growth to deliver targeted, diversionary work that has sought to address some of the root cause of youth related ASB. This resulted in reducing ASB rates by an average of 48% in three targeted neighbourhoods during the first year. In the most recent evaluation, 25 of the 26 young people that were referred to the programme and participated in the 'Bridge Programme' have not reoffended during the six-month period of their participation in the programme.
- 4.2.7 THH have also commissioned six CVS organisations to deliver youth services across several estates during the summer over the last two years. They successfully engaged with over 500-600 young people and delivered a range of activities from sports, arts and crafts activities to fun days and day-trips. These activities kept young people engaged and active in positive activities, reducing the chances of them getting trapped into ASB and crime.
- 4.3 THH bid approach
- 4.3.1 In line with our 'engaging, enabling and empowering' approach to preventative services and community investment, THH have 'engaged' and brought together a number of specialist youth development organisations with a strong track record of delivery to form a partnership to bid for the LBTH contracts.
- 4.3.2 We propose to lead on some bids to 'enable' these groups to have the greatest chance of securing these contracts, but also to develop the long-term partnership and collaborative working between these groups, with THH acting as a anchor organisation to support this.
- 4.3.4 We will provide strategic support and guidance to 'empower' these organisations for longer term partnership and development work in this area over and above the LBTH contracts, thus hopefully leading to them having greater chance of

securing external strategic funding and therefore delivering more and better co-ordinated services to our residents.

- 4.3.3 Having reviewed the LBTH contracts the preferred option is for THH to take the lead agency role in a number of bids and support other partners to take the lead role in others, whilst retaining our partnership approach throughout the bids. This approach of coordinating partner CVS organisations to bid collectively for the LBTH commissioned Youth Services not only gives the greatest chance of success with the bids, but also will deliver greater value for money for LBTH and great services for young people. Forming and co-ordinating a consortium of CVS organisations also allows us to bring together expertise and knowledge to provide the best services possible.
- 4.3.4 If successful with the bid, THH will take the role of co-ordinating, supporting, monitoring and fundraising, ensuring partner CVS organisations are equipped to provide the frontline high-quality youth activities.
- 4.3.5 THH's partners (subject to final negotiations and agreements) and their roles are likely to be:

Osmani Trust has been successfully delivering high quality activities for young people (12-25) funded by LBTH Youth Service, the Mainstream Grant (MSG), the Positive Activities for Young People (PAYP) and Youth Opportunity Fund (YOF), for around 20 years. The Trust engages well over 800 people on a weekly basis, working out of the £4.4 million Osmani centre, built in 2009.

Newark Youth London has over 30 years of experience delivering youth activities, including successfully providing LBTH Youth services for Stepney ward since 2013. They also have experience delivering more localised summer programmes, previously funded by City of London and Southern Housing Group.

Society Links has been successfully delivering youth services in Tower Hamlets for the past nine years. This includes being the contract holder for LBTH youth service for the Shadwell ward and the Whitechapel ward for the past 5 years and providing the LBTH Girl's Group Project. Society links has experience delivering successful specialised youth services, including Universal provisions, diversionary work, and targeting NEET young people.

Streets of Growth has been successfully delivering THH's youth diversionary contract for the past 3 years. Their close collaboration with the Police and THH's ASB team, in addition to their targeted prevention and intervention approach resulted in 48% reduction in ASB in the first year of the project. They have also held a number of council contracts, and since starting in 2001 they have directly worked with over 3000 young adults to achieve positive outcomes.

Vallance Community Sports Association (VCSA) has been established for 20 years, delivering sporting initiatives to Tower Hamlets residents. VCSA pride themselves on offering inclusive sports activities to reflect the needs of residents

in the borough and hold weekly sports and youth sessions to accommodate the needs of people with Special Educational Needs (SEN).

- 4.3.6 All the above organisations are experienced in delivering youth services, including contracts for LBTH and are approved LBTH suppliers. In the recent cabinet report regarding the youth service review, officers outlined the delivery achievements of some of the partners we are seeking to work with and noted that all have delivered against the contract targets and in many cases exceeded targets.
- 4.3.7 We have also commissioned and worked with all the above partners over the last 2-4 years and all contracts that we have issued, the organisations have exceeded targets for their contracts.
- 4.3.8 The above partnership was put together when LBTH had indicated that all the contracts would be split in quadrants, so our focus was on contracts on the west of the borough. Now that the detached contract has been merged into one single boroughwide contract, we are working to identify a local partner(s) to support delivery in the east of the borough and are in discussion with a number of organisations.

5. Business Case

5.1 Reasons for undertaking a consortium bid

5.1.1 The main reasons can be summarised as:

- 1) *Create Great*. THH is working together for a common purpose – a purpose that places great homes, great services, and great communities at its heart and being progressive on providing Youth Services will contribute to this.
- 2) THH are a critical delivery partner for the Council to achieve its strategic priorities and THH wishes to be the Council's partner of choice.
- 3) ASB is a critical business indicator and it is in the plan to review and re-procure youth diversionary activities. As well as being an area of progression, it also sits well with our ASB agenda more widely, is a known area that positively impacts on residents generally and tackling the underlying causes and providing support and life choices complements the enforcement arrangements THH has in place.
- 4) This presents an opportunity for THH to build on the work delivered over the last few years and provides a more holistic approach to dealing with youth related ASB (people, behaviours and ASB travels over estate boundaries)
- 5) This opportunity is unlikely to be available for another five years (potential length of contract with extensions) so it is seen as strategically important to bid now rather than in five years (where there is also likely to be a strong incumbent for delivery).
- 6) THH chooses to do this as a consortium which builds the capacity of its partner organisations. These organisations generally have a proven service delivery record. This consortium will allow their services to be expanded geographically out to a wider audience and will further be supported by THH in making links with our TRAs/Parkguard/ASB, other organisations and sharing good practice in a more structured framework.
- 7) Running costs are contained within the provision of funding from the Council so this has no overall impact on THH finances. THH are able to charge c8% management fee should it so wish from the Council provision to cover costs of management and administration of the contracts.

- 8) THH were awarded £500k as a growth bid to deliver detached youth services as there was no detached provision in the Borough. Being successful in bidding would enable this £500k to be spent effectively in the areas of operation, otherwise THH would be looking to re-identify gaps in provision or support other providers work which may not be as effective.
- 9) The overall size of the consortium has the potential to enable more funding to be levered in/accessed. Smaller organisations tend to win smaller grants due to capacity to deliver however a larger consortium will have more capacity given size and strategic framework. Local examples of smaller organisations being awarded c£40k grants whereas Poplar Harca being awarded c£700k grants from the Mayor of London.
- 10) THH is proven at delivering successful services in this area as well as being a competent strategic lead in a partnership framework.
- 11) The impact of successful delivery of this type of work benefits the communities greatly and impacts positively on the direction of lives. There is a high amount of social return on investment that can be demonstrated.

5.2 Business Options

5.2.1 An analysis and reasoned recommendation for the base business options of choices considered for overall approach and the three commission areas of 'Universal', 'Specialist' and 'Detached'.

5.2.2 Regarding overall approach:

- 1) Do nothing: Maintains the existing service delivery model for reducing ASB on THH estates and providing THH youth residents support. There are no financial implications. The work being transferred from the Council to another organisation/consortium will continue to be delivered – THH is likely to have less influence on services being delivered to these areas as THH would have less influence on the operating consortium/single provider than it would on the Council.
- 2) Do the minimum: There are only two options – consider tendering for commissioned services, or don't.
- 3) Do something: For the reasons stated above it is proposed that bids are made for various lots.

5.2.3 Regarding 'Detached' street work: **THH leads the consortium to bid**

- THH will lead a boroughwide consortium bid for detached youth work (as it is the area of greatest interest and achievement so far and for the ability to work closely with the ASB team. THH will need to engage more consortium partners to cover the Isle of Dogs area and Bow/Poplar areas.

5.2.4 Regarding 'Universal' youth clubs/hubs: **THH supports the consortium to bid**

- THH will not lead the bid but instead support another consortium partner to lead and bid for the two westside contracts with the others – if they are successful THH can consider bringing them on board as non-contractual consortium partners and still be able to have the partnership work going on and have influence over delivery.

5.2.5 Regarding 'Specialist' services: **THH leads the consortium to bid for two LOTS**

THH will lead bids on two areas, Arts and SEND and consider if consortium partners have the capacity on 'Transitions'.

- Arts offer (engagement through art) – is currently provided in house, so strong chance of success with bid. Bid will include added value of being able to roll this out to youth Hubs/centres. Also, THH are supporting the creation of a fashion and creative arts hub on the first floor of Rushmead (same location as front counter service) along with Streets of Growth services. Bid.
- Special Educational Needs and Disability (SEND) – whilst there are current specialist providers in the borough, they tend to be geographically restrained/located in a particular building. THH bid will look to mainstream SEND services, offering into all youth centres, rather than restricting use by only having a few defined centres as per existing organisations. Bid.
- Transitions – works with young people from age 11+ to support the move from primary to secondary education. One of our partners has extensive experience in this area of work and have indicated that they would be interested in bidding for this and seen as a positive service to deliver which complements the overall approach. No Bid
- LGTBQi+ – existing and well performing organisations exist. No bid.

5.2.6 Potential bid summary and delivery partners:

The table below outlines the proposed delivery partners for each of the lots that the consortium partners are seeking to bid for.

Universal	Specialist	Detached
1c – Bethnal Green (Newark)	2a – Arts (Streets of Growth)	3b - North West (Osmani)
1e – St Peters (Osmani)	2b – SEND (Vallance)	3d - South West (Osmani)
1f – Haileybury (Newark)	2d – Transitions (Society Links)	3e – Central (Streets of Growth)
1h – Wapping (Society Links)		South East - TBC
1j – Christian St (Society Links)		North East - TBC

The maximum THH will bid contract values of £415,000 for three contracts. If others in the partnership are successful in securing the bids that they will lead on, then the combined resources in the partnership will be £830,000.

5.3 Contract financial viability

5.3.1 Detached Contract - Outlined below is the draft budget for single detached delivery team to demonstrate the financial viability of the contract.

Total LBTH budget per year - £59,000

Draft Budget

Budget Line	Description of Cost	Projected cost per year
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1 x Senior Youth Worker	£22p/h (inc on costs) at 15hrs p/w for 48wks per year	£15,840
2 x Junior Youth Workers	£17p/h (inc on costs) at 12hrs p/w for 48wks per year	£19,584
Activity budget	(coaches, tutors, equipment, accreditation fees)	£15,103.60
THH Management costs	THH Management fee (approx.8%)	£4,130
Delivery Partner Management costs	Delivery partner management fee (approx. 8%)	£4,342.40
Total Cost	Annual Budget	£59,000

LBTH outcome expected per year

- 150 Registered contacts – completed registration form
- 90 participants – not defined, but normally xxx number of hours
- 90 recorded outcome – young people evidence that they have an improved sense of wellbeing, better able to access holistic and supportive opportunities across the borough, etc.
- 30 accredited outcome – complete Duke of Edinburgh Award, ASDAN, Arts Award, Music Award, etc. Accreditation is about £30 per person.

The THH experience of commissioning these types of work demonstrates that the contracts are viable. Outlined below is contracts we have commissioned, their values and their outcomes achieved:

Targeted intervention programme with Streets of Growth, working with those hardest to engage and involved in ASB/Crime – Budget = £50k p.a
 Outcomes achieved – Registered – 181, completed 6-week course – 41, 15 into education, employment, training.

THH 5-week detached summer programme, delivered by 5 organisations = £55,000.
 Outcomes achieved – Registered – 412, Youth volunteering – 30, Active referral and follow-up – 78.

Though the above 2 examples are not exactly the same as the LBTH contract, however it provides comparable programmes that we have run to hopefully demonstrate viability. We will also get greater economies of scale with the combined contract, which is valued at £295,000, giving us greater budgets to use flexibly as required to meet outcomes.

5.3.2 Arts Contract - Outlined below is the draft budget for Arts contract to demonstrate the financial viability of the contract.

Total LBTH Budget per year: £70,000

Draft Budget

Budget Line	Description of Cost	Projected cost per year
1 x Art Coordinator/Senior Youth Worker	£18 p/h (Inc of on costs) at 25 hrs p/w for 48 weeks per year	£21,600

Project Activity Costs	Costs for sessional youth workers (£12 p/h), creative tutor costs (£12-15 p/h) Art materials (approx. £20 per 90 participants per year) ASDAN accreditation (£30 per student = 30 students per year)	£39,300
THH Management costs	@ 8% of total budget	£5600
Delivery Partner Management costs	@ 5% of total budget	£3,500
Total Cost	Annual Budget	£70,000

Break down of proposed costs for delivery from Bethnal Green Hub, in different locations via the Youth Service Hubs, detached outreach work and in spaces run by identified agreed partners such as Rich Mix, Trapped in Zone One, Mile End Community Project.

LBTH outcome expected per year

- 150 registered contacts per year: achieved via taster sessions, detached outreach – this will be demonstrated by a completed registration form
- 90 participants registered into art programmes and activities this will be 4 hours of activity per participant
- 90 recorded outcomes from 90 participants: Young People will be monitored and self-report on improved sense of wellbeing. improved motivation about futures access holistic and supportive opportunities across the borough of Tower Hamlets; able to use and share information linked to what they have learnt, increase their critical thinking skills. A better understanding of opportunities available to them particularly in relation to creative industry pathways.
- 30 participants complete one of the following ASDAN Art Awards, (Bronze level), ASDAN personal leadership accreditation (short course)

Streets of Growth delivery partner has a demonstrated track record of delivery art programme inclusive of delivery ASDAN Art Awards and is an accredited ASDAN Centre. Over the last 19 years Streets of Growth has delivered a range of visual art programmes as well as establishing its own Art Social enterprise Turning the Tables. In addition, there are interested named organisations who will be part of delivery of art activities such as Rich Mix, Trapped in Zone One, Mile Community project.

5.3.4 The combined value of the contracts THH are leading on amounts to £415k, with an 8% management fee charged to the contract for contract management and administration provides £33,200, to pay for 50% of the salary of a member of staff employed circa. £60k.

5.4 Expected Benefits

5.3.1 The benefits expressed in measurable terms against the situation as it exists are given consideration. In assessing benefits, the key factor is to consider what additional value can be achieved should THH be the lead of a consortium rather than the commissioned services being delivered by others.

5.3.2 THH expectations on long term impact

- 1) reduction in ASB and Youth on Youth violence in and around the areas where THH manages properties

- 2) better co-ordination and intelligence within THH estates involving young people and adults and our ASB service
- 3) a more active community and neighbourhood
- 4) more residents involved in supporting the issues affecting young people and adults
- 5) better information to share how we can engage those young people and adults not accessing local services and supporting them from getting into risk
- 6) better communication and sharing of information amongst community groups working with young people and adults in the community
- 7) increased capacity of partner organisations to reach more THH and local residents given that THH networks can be utilised
- 8) increased leverage of funding into the area as this is a real focus of the THH approach.

5.3.3 The Councils expectations on Outcomes: (the Tower Hamlets Outcomes Framework will be implemented to measure change)

- 1) young people feel that they are supported to make changes in their lives, in the lives of another young people they represent and their communities
- 2) young people have a sense of a brighter futures, with a focus educational attainment, employment, mental and physical health and well-being.
- 3) young people feel able to access early support through the 0 -25 workforce (adolescents support) and other early help opportunities.
- 4) young people are supported as part of the whole family, where appropriate, using the following approach:
 - o the implementation of whole family working,
 - o support for families that require Early Help,
 - o the use of restorative practice approaches, and
 - o the delivery of greater partnership working between the local authority's Early Help services with our external partner
 - o young people increase their critical thinking skills by attaining accreditation such as Duke of Edinburgh Bronze Award.

5.3.4 The added value of THH providing services (above what will be achieved of another organisation providing services) comes from utilisation of THH networks (which include the Council, residents and CVS organisations, RP partners), the partnership arrangements in place, the expertise that THH already has and can draw on both internally and externally and existing low overheads. These are summarised as:

1. 10% additional social impact above what others could deliver estimated to be £290.5k (using a formula based on HACT audited social impact of THH budget) social impact of 1 : 3.5 a contract value of £830k is likely to generate social impact of £2.905m of which 5% equates to £290.5k
2. 10% additional reduction in Youth ASB cases with the close working between the providers and our ASB team
3. 10% more grant/income into Borough utilising THH expertise in this
4. 20% more engagement in arts related activity by the partnership working arrangements, taking arts into local youth centres
5. 10% more activity on Special Educational Needs work through THH commitment to mainstream activities in locations around the Borough rather than having a single point of delivery
6. Opportunities for positive reputation through targeted marketing of programmes and outcomes as demonstrated via our ASB diversionary project and summer project

5.3.5 Further contract specific benefits will be developed once further details and aspirations of the Council have been ascertained but, when compared to existing LBTH provision, these are likely to include:

- 1) Engagement of 10% more young people each year who are not engaging with local services and often hanging around the estates, parks and streets.
- 2) To make 10% more referrals to our targeted intervention provider, young people engaged in ASB/Crime and with other underlying issues preventing their participation in provisions.
- 3) To use a detached youth work model and offer 10% more young people activities within the estates.
- 4) To support 10% more number of young people to access LBTH and other youth service provisions.
- 5) To refer 10% more number of young people and adults to alternative service such as employment and training, mentoring, coaching and careers advice and guidance.
- 6) To provide a visual presence within estates where local residents can see engagement with young people and adults taking place. Some form of clear uniform or ID which can identify staff working on the project.
- 7) To liaise and work with local voluntary community outreach project, TRA and businesses in the local community to build positive relationships.
- 8) To create and plan a forum where partners, ASB team and community groups can meet and exchange information, share project developments in area and needs of young people and adults.

5.4 Potential Dis-benefits

5.4.1 The outcomes perceived as negative have been identified as:

- Outlay cost - resources to tender, mobilise, legal advice (Trowers advice on consortiums) steering group, internal specialist advice (e.g. Procurement, financial, people advice). Decision making process.
- Ongoing cost - oversee/liaise with partners, report to client
- Line management pressures
- Potential risk to reputation

5.5 Timescale

5.5.1 Tender return deadline – 09/11/20

Contract award – 22/12/20

Contract start – 01/04/20

Apr 2021 – Mar 2024 with the potential to extend yearly to March 2026.

5.6 Costs

5.6.1 Costs of preparation, tender and mobilisation are summarised as:

Costs identified:

Stage	Activity	Unit measurement	Number of units	Activity cost
Bid	Preparation of tender	Hours @ £40 p/h	100	£4,000
Bid	Legal advice	Report/advice actual cost	1	£3,000
Bid	Steering Group	Hours @ £50 p/h	30	£1,500
Bid	Internal specialist time	Hours @ £50 p/h	30	£1,500

Bid	Decision making process	Hours @ £50 p/h	10	£500
Mobilise	Staff time comparable to 1 FTE for 6 months	Half year cost of FTE post (c£60k)	1	£30,000
Ongoing	Oversee/liaise with partners, report to client. 30% of FTE	30% of FTE (c£60k)	1	£18,000
Ongoing	Legal advice	actual	1	£1,000

Description	Year 0&1 Costs	Year 2 Costs	Year 3 Costs	Year 4 Costs	Total Costs
Bid	£10,500	£0	£0	£0	£10,500
Initial Legal costs	£ 3,000	£0	£0	£0	£ 3,000
Mobilise	£30,000	£0	£0	£0	£ 30,000
Ongoing management*	£18,000	£18,000	£18,000	£18,000	£ 72,000
Ongoing legal advice*	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 4,000
Totals	£62,500	£19,000	£19,000	£19,000	£119,500

*costs that can be covered by management fee

5.7 Major Risks

5.7.1 Consideration is given to risks and mitigations that THH is able to make. An assessment of the risk rating is given. Key risks are:

1 Diversion from core activities

- Risk – that by bidding and being successful will be a distraction to and diversion away from core activities.
- Mitigation – that this is generally a self-contained area resource (staff and financial) wise. C8% of the budget can be used as a management fee.
- Rating after mitigation – Medium (inevitably THH staff will spend time bidding, mobilising and running services, EMT/SMT and the THH service area will need to monitor arrangements for impact).

2 Added value

- Risk - to THH residents is not comparable with investment
- Mitigation – that the cost of the service will be contained within the commissioned budget so will not be a direct cost to THH tenants and leaseholders. Outcomes will benefit residents.
- Rating after mitigation - Low

3 Consortia arrangements

- Risk - can be problematic to set up, legally binding commitments and need clienting.
- Mitigation - Trowers advice sought regarding approach and as equal partners in the consortium it reduces the risk. Legal advice will continue to be sought on the form and shape of the consortium and in-house procurement advice is available.
- Rating after mitigation – Medium (given the complexities of arrangements)

4 Scaling up and strategically delivering specialist services

- Risk – THH manage smaller value service contracts and don't have experience of

delivering specialist youth services so knowing what good looks like may be a problem.

- Mitigation - THH does have experience in this area and performance standards are detailed. LBTH has a role in providing support and clienting. THH has a network of organisations to seek advice from as well as being able to access good practice.
- Rating after mitigation – Low (proven experience, resources defined and support is available)

5 Reputational risk.

- Risk - if services delivered are not up to standard or fail generally or an individual – especially as LBTH are making some savings from the service delivery.
- Mitigation - Statistics show that the Council run services have been consistently underperforming and this has been acknowledged by politicians and staff. Conversely, CVS organisations have the experience and expertise and have consistently proven over achievement in performance against industry aligned performance targets. THH also has experience in delivering these type of services, both operationally, strategically and with partners. By delivering successful services, reputation of THH can be enhanced.
- Rating after mitigation – Medium (whilst mitigation looks to be robust, success is high profile, political and can be viewed arbitrarily by some).

6 Timescales.

- Risk - The speed at which the contract needs to be bid for and mobilised.
- Mitigation - Resources are in place to deliver the bid and a steering group has been formed. Whilst it is now a relatively short period of time until tender, lots of work and discussions have been ongoing with potential consortium partners to establish a working model, Board will remember receiving a paper in July 2019 following the LBTH review of Youth Services and indicating its support- for a potential bid once details were known and work has been ongoing since that time.
- Rating after mitigation – Medium (timescales remain tight and the steering Group will need to monitor closely and flag any issues to EMT)

7 Capacity and capability of partners organisations.

- Risk – have partner organisations enough capacity and capability to deliver
- Mitigation – The proposed partner organisations have been chosen for their proven ability to deliver services and have been in existence for some time, successfully delivering services in partnership arrangements locally with LBTH, THH and others. We have deliberately chosen more organisations than we may have needed to have capacity and flexibility, should one partner's performance drop, allowing scope for other partners to step in and support.
- Rating after mitigation – Medium (partner organisations remain smallish entities and out of the control of THH)

8 Contract Period.

- Risk – is the contract length too short to realise outcomes
- Mitigation - The contracts being let are thought to give enough time to deliver the desired outcomes and to utilise the growth bid already received from the Council of £500k.
- Rating after mitigation - Low

9 The impact on financial cuts to the service previously made by LBTH.

- Risk - A summary estimate is that budget for the Youth Service provision has seen

a c23% reduction over the last three years. Running of youth clubs is being reduced from £80per year to run 5 nights of activities to £69k for 3-4 nights of activity.

- Mitigation - THH is proposing 3 nights of activity with a better quality of service that will engage youths more. Commissioned services have a track record of better and more effective delivery and are able to lever in more external funding. THH have £500k growth bid funding to use.
- Rating after mitigation - Low