

Investing in Young People – FAQs on a Haringey Youth Zone

What is Haringey Youth Zone?

Haringey Youth Zone will be a new, state-of-the-art facility on White Hart Lane, providing young people from across the borough with safe, affordable and inspiring activities outside of school hours. It will be open 7 days a week, throughout the year, to all young people between the ages of 8 to 19, and up to 25 for young people with additional needs.

The Youth Zone will be somewhere to go, something to do and someone to talk to for all the young people of Haringey, as well as a hub for outreach and other activities that will take place in other areas of the borough. It will complement and enhance existing provision for young people in terms of available activities. It will create opportunities for more of the borough's young people, many of whom aren't accessing the current provision. Haringey Youth Zone will engage and inspire young people to try positive new activities and raise their aspirations.

Haringey Youth Zone's opening hours during term-time mirror school timetables, typically opening from 4pm – 9pm from Monday to Friday, with sessions throughout the day until 10pm on Saturdays and Sundays. During school holidays, additional junior sessions will run from 8am – 6pm, offering affordable holiday care for local parents.

Haringey Council would partner with OnSide Youth Zones to establish the Youth Zone - a charity established specifically to develop a network of 21st century youth facilities, with a successful track record of setting up and supporting 10 youth facilities across the country, reaching over 35,000 young people.

Based on local demographics and experience elsewhere, OnSide projects that 1,500 young people will visit the Youth Zone each week, with 150-250 visits expected every night. In the first year, the Youth Zone will aim to gain 3,000 members although the experience of the Hive Youth Zone in Birkenhead suggests that this will be easily met, with 6,500 young people becoming members in the first year.

What activities will it offer?

Haringey Youth Zone will be a purpose-built facility offering 20 different activities every session, including sport, fitness, dance, arts, music, media and self-improvement, offering all young people, whatever their interest, with something to engage in and enjoy.

The Youth Zone will include a four-court sports hall with facilities for indoor badminton, football, netball and basketball and a separate climbing wall. There will also be a fitness suite with the latest gym equipment and an outdoor 3G astro-pitch. The centre will include a kitchen and café area selling healthy food and drink, as well as dedicated areas for dance, music, film, and multi-media, arts and crafts, gaming and DJ-ing, martial arts and boxing facilities.

In addition to the universal, open access offer of sports, arts and social activities, young people will also be able to offer targeted support, including in employment, mentoring and physical & emotional wellbeing.

How much will it cost to attend the Youth Zone?

Annual membership for the Youth Zone will be £5, with each visit costing young people just 50p. Everything else in the Youth Zone including equipment and training is free, aside from subsidised hot meals, which will be available for £1.

Although income from young people only amounts to around 10% of annual turnover, the 50p cover charge per session is essential to creating a sense of value, ownership and equality. 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.

As revenues accrue to OnSide, what guarantees do we have over pricing policy?

Revenues from operating the Youth Zone would accrue to the Haringey Youth Zone charity, rather than OnSide, with any operating profits necessarily either retained in reserves or reinvested in delivery. Pricing policy would be set by the new Haringey Youth Zone charity, whose board would include representatives from the Council, with affordability the key determinant of pricing. All Youth Zones across the network charge £5 annual membership and 50p entrance as a core part of the model. There are no plans for this to change in any Youth Zone in the future

Why should the Council invest in the Youth Zone?

The Council has been approached to provide £3m capital support and revenue funding of £250,000 per annum for three years towards the Youth Zone. In return OnSide would commit to raising the remaining balance of £3.5m to the capital construction cost (including a £1m pledge already made towards the Youth Zone), and all additional funding required to operate the Haringey Youth Zone for its first 3 years (c.£950k per annum). This is in a climate where the youth budget was cut from £2.2m in 2014/15 to £760k in 2015/16, and where this scale of renewed investment is simply not achievable by the Council alone.

OnSide can evidence clearly the significant social impact that this combined investment in Youth Zones have by addressing disengagement, reducing school exclusions and unhealthy lifestyles and also shows a positive economic benefit for local and national government. An independent study conducted by Amion, using the Housing Association Charitable Trust (HACT) industry standard social value methodology, found that Youth Zones on average generate £2.03 of social value for every £1 spent on running these facilities, or £6.66 for every £1 invested by the local authority. As Haringey has negotiated a lower revenue contribution than other authorities, this return on investment would be closer to £11 for every £1 of Local Authority money spent to achieve a similar level of outcomes.

The benefits of the Youth Zone extend beyond the financial and impact positively on education and employment outcomes for young people and improving health and wellbeing – crucial outcomes for the Council. In 2015, 92% of young people who complete the Youth Zone Get a Job programme, which focuses on giving young people the tools, motivation and aspiration to succeed in the future, progressed into paid employment or further study. 79% of parents surveyed reported that their child's involvement in Youth Zone had made family life more positive and 89% of young people reported feeling more self-confident as a result of joining a Youth Zone. Communities also benefit from the presence of Youth Zones, with anti-social behaviour dropping by an average of 50% in the two years following opening.

Investing similar amounts in the Council's existing services and facilities is highly unlikely to achieve similar results, as it would be provided without the matched funding that the OnSide option delivers. Whilst it is not possible to predict specific achievements, it is important to note that the capital contribution is a one-off investment in a sustainable provision for the future. If we invested £3m in enhancing and developing existing council buildings, the lack of identifiable, ongoing revenue to operate such facilities would remain a significant impediment. If the revenue funding was provided as additional revenue for existing youth provision for this period (3 years), additional opening hours and weekend working from BGYS could be delivered or alternate delivery models such as outreach or remote working could be explored. The scale of this would however be limited as only a maximum of 5 full-time staff could be employed which would limit the scale and breadth of the impact they could be expected to achieve. The Youth Zone will recruit 50 full time and part time staff (equivalent to c30FTEs) as well as 100 volunteers. OnSide have also already committed to significant outreach work for the 9 months prior to opening and ongoing after opening, in order to reach all young people across the borough and engage them in both YZ activities and complimentary, existing provision that best matches their wishes and needs.

Why did you choose the proposed site in White Hart Lane?

To be successful, Youth Zones must draw young people from every part of a borough and are therefore always built on sites that are prominent and accessible to all young people who typically access Youth Zones under their own steam, travelling up to one hour to access the incredible facilities on offer.

OnSide also deliberately seek out sites which are perceived as neutral; not 'belonging' to a particular estate, or postcode, to mitigate the tendency for young people to avoid crossing particular postcode boundaries, or enter neighbourhoods, or estates beyond their own. This is a significant issue in Haringey, but OnSide has sought out a location, which minimises the barriers for young people from across the borough.

Typically, the local authority contributes the land on which a Youth Zone is built on a long-term lease for a peppercorn rent. In this case, Woodside High School has agreed in principle to provide the site for the Youth Zone using an unused area in the north-west corner of the land it leases from the Council in return for agreed day-time use of the Youth Zone facilities. This follows an extensive search of possible Council-owned sites by Council officers and OnSide that failed to identify a suitable site that was sufficiently prominent, accessible and neutral.

The preferred site on White Hart Lane is sufficiently accessible, prominent and neutral, benefiting from the proximity to the buses on Wolves Lane, Wood Green High Road and Lordship Lane and proximity to Wood Green underground station. Further consultation with young people is planned in the future to make sure they are fully involved in the development of the project and critically, in travel to and from the Youth Zone. However, the existing travel routes for those attending the school demonstrate that young people do travel from across the borough to reach the site.

The site is leased to the Woodside Academy on a 125-year lease and is being made available by the school on a sub-lease basis (to run with the head lease) to enable the development of a Youth Zone to progress (subject to planning etc). Although the land is designated as Metropolitan Open Land, the school are proposing to offer land within the school's footprint for MOL designation so that there is no overall loss of MOL on the site. The proposed site is currently not in use due to draining issues and the Youth Zone would bring the site back into public use.

Is this only going to benefit Woodside School?

Absolutely not.

Youth Zone offers a fantastic, state of the art provision for all young people of the borough as well as community groups who will be able to access the facilities during the day. Woodside School are negotiating with OnSide to have some access to parts of the building during the day in order to enhance their current provision, in return for the gifting of the site. However, this will not be to the detriment of wider community use and will not encroach on the youth offer which is delivered at all Youth Zone sites outside school hours, every evening and all day at weekends and during school holidays.

In the immediate vicinity there is Riverside special school, Haringey's Post 16 specialist SEND provision, Primary schools and St Thomas Moore, the Octagon (PRU) and Heartlands are nearby, whose students would benefit from proximity to the Youth Zone.

A Haringey Youth Zone will draw young people from every part of a borough with specific targets set for every ward and plans enacted, to ensure young people attend from every area of the borough.

Why is the model a single facility? Would it be possible to have multiple sites across the borough?

OnSide has developed a successful model of delivering safe, affordable and inspiring activities for young people from all areas of a borough from a state of the art central hub which acts as the base for over 40 hours of open access youth activities as well as outreach activities in community settings that will take place in other locations across the borough.

For the Haringey Youth Zone, in recognition of the unique make up of Haringey, Onside is committed to the early recruitment of specialist local workers in the 9 months leading up to Youth Zone opening, with in-depth understanding of the local area dynamics, relationships and challenges in surrounding communities. Unlike other areas, we will specifically recruit these staff before opening and target individuals with detailed local knowledge and experience for those roles. These staff will deliver a wide-ranging programme of outreach and community engagement activity, working with local young people and building further partnerships with a huge range of other local agencies. Youth Zone will also provide a targeted outreach programme to engage young people and further refine the local offer.

Once operational, Youth Zone will continue to work collaboratively to develop a targeted offer linking outreach and satellite sites to the Youth Zone hub.

Will young people from across the Haringey mix together in the Youth Zone?

One of the major strengths of a Youth Zone is the way young people from different areas and backgrounds are able to mix in a neutral space. Evidence and experience from existing Youth Zones suggests that members will mix with their peers from different backgrounds, as well as with young people from a range of local areas in the town / city, as long as the offer is good enough.

The Youth Zone will have membership targets for every ward in the borough, and not just a single global total for the whole borough. This is to ensure that young people from across the borough benefit from the Youth Zone and not just those in the close vicinity. In the past, to ensure these targets are met, Youth Zones have directed their outreach activities to under-represented areas, and put on shuttle bus services where young people have been put off visiting the Youth Zone due to barriers to them travelling there.

These may be due to actual travel times, but are also often due to psychological barriers which discourage young people from travelling to an unfamiliar area and entering a new building for the first time.

Woodside Academy draws pupils from across the borough, as does St Thomas Moore School nearby, which is indicative of the willingness of young people to travel using public transport. The strength of the offer is the draw that both excites and motivates young people to travel to attend the Youth Zone during the week and at weekend.

The Haringey Youth Zone will target participation from all young people of all backgrounds and will promote a culture where young people embrace difference in an atmosphere of tolerance and respect. Youth Zones accept difference in a positive way and communicate that through our values, training and expectations in the behaviour of members that attend every session at the Youth Zone. The Youth Zone will target a membership which reflects Haringey's diversity where 65% of the population are not White British.

All Youth Zones provide for young people with a range of additional needs up to the age of 25, through inclusive ability sessions alongside the mainstream offer. Sessions are adapted for young people with additional needs and are open for a wide range of young people to access; including those with mild learning difficulties, through to those with more complex needs such as visual impairment and physical disabilities. Young people are given the opportunity to access a range of activities, including boxing, trampolining, karaoke, arts and crafts, cooking, gaming and much more. The Youth Zone will also have an approach to including and integrating children and young people who have a disability that is 'person centred' and is unique to every person. 10% of members across the network of Youth Zones have disabilities, as a result of this approach, and the Haringey Youth Zone will have a similar high percentage of members with a disability.

Before opening, OnSide and the emerging Youth Zone team will work across the borough, with local partners, schools and other agencies to ensure that as many young people as possible get the right messages about safety and open access, so that the Youth Zones values are well known and understood.

How do I know my child will be safe travelling to and from the Youth Zone?

The safety of young people is of paramount importance to us. Haringey Youth Zone will be for all young people of the borough and its proposed location is accessible by foot, bus, tube, or bicycle.

Where there are concerns about young people accessing the Youth Zone, existing Youth Zones have, for example, run a Walking Bus Service for members, providing safe, chaperoned walks into the Youth Zone as well as on the return journey.

In the years prior to opening, OnSide will be speaking to large numbers of local young people and the wider community to explore their thoughts on safe transportation to the Youth Zone and all possible options. Where possible, they will also work with local transport providers to maximise access and reduce risk for those travelling to the Youth Zone.

Hear from parents, voluntary sector youth providers and councillors in this short video about why they think Youth Zones are so important to their local areas: <http://www.onsideyouthzones.org/changing-perceptions-of-a-youth-zone>

Who will own and run Haringey Youth Zone?

An independent new charity will be created called Haringey Youth Zone which will own the building and oversee all activities delivered by the Youth Zone's team of staff and volunteers. The Board of Trustees will be made up of local business and community leaders, with up to two representatives from Haringey Council, who as volunteers will ensure the new charity delivers for the young people of Haringey.

It is a central element of the Youth Zone model and critical to the Youth Zone's success that it is led by, governed and managed by local Haringey community members, with a team of staff and volunteers from the borough. This informs the work of the centre but ensures that any Haringey specific knowledge, experience, issues, trends, or priorities can be addressed through the work of the Youth Zone.

The day-to-day management of the Youth Zone will be the responsibility of a small management team, led by a Chief Executive. The Youth Zone will create approximately 50 full and part-time local jobs mixture and generate a minimum of 100 volunteering opportunities within the community.

How will elected members in LBH know that all the delivery targets are being met?

As part of the Board, the Council's representatives will be able to monitor the Youth Zone's performance and shape delivery according to the Council's changing priorities.

The Board will oversee the performance of the Youth Zone, according to a comprehensive performance management system that continuously monitors the take up of activities and membership in the Youth Zone. They also monitor and report on outcomes that the activities & support have on individual's emotional and physical wellbeing with monthly dashboards of key performance data, through data recorded and analysed on Salesforce CRM – the membership management system used by all Youth Zones.

How is the Youth Zone being funded and is it sustainable?

The total capital cost for the Youth Zone will be £6.5million, of which the Council is committing £3million from its medium-term capital programme. OnSide will raise the remaining £3.5m via its network of private sector supporters and charitable trusts and grants and has already secured a £1million contribution from the Seroussi Foundation, through the assistance of the UBS Optimus Foundation. With £19.2m raised to fund fully the first three Youth Zones in London, OnSide have demonstrated the appeal of Youth Zones in London to funders and their ability to raise this required funding.

The annual running costs for the Youth Zone will be approximately £1.2million. Over 80% of these annual costs relate to the staff delivering for young people, with other costs related to equipment, support for volunteers (including DBS checks), insurance, maintenance and utilities. The Council is being asked to commit £250,000 per annum for three years. The remaining costs, for the first three years of operation, will be delivered by OnSide prior to opening, made up of support from the local private sector, charitable trusts and grants, Youth Zone membership and members' entry fees. Specifically, OnSide will find over 20 'Founder Patrons' – locally-minded individuals, businesses and charitable trusts each of whom commit to give at least £25k for a minimum of three years.

This mix of funding sources, all committed prior to opening, provides a fantastic, sustainable financial

base. This allows the new charity time to establish itself as a key part of the local youth offer and demonstrate the huge value it can provide to the lives of many of the borough's young people. Over the first three years, the Youth Zone, supported by its Board, will develop further income sources and partnerships to allow its income to grow. The growing income base will allow the Haringey Youth Zone to deliver more – more activities for young people in the Youth Zone and more delivered outside of the Youth Zone in communities and community facilities that need additional resources.

From around six months prior to the Youth Zone's opening, with the first three years' revenue safely secured, the board and the local staff team will begin to increase and further diversify private and voluntary sector income by seeking lower-tier funders (i.e. less than £25,000 per annum) and bidding for contract and grant funding for targeted project work. This approach has been repeatedly and successfully delivered in every existing Youth Zones: every existing Youth Zone in the OnSide network now has a higher level of income than it did at opening. Introducing further and more diverse sources of funding to an already sound foundation, allows more supporters in the local community to fund Youth Zones. Often the level of contribution from local funders grows over time, as they become more engaged; as they recognise the impact; and as their own capacity to give grows.

OnSide has an unparalleled track record of establishing new local charities with this solid financial starting point, and all in Youth Zones have gone on to grow their income base from the time they open through targeting additional funding streams including for specific projects, despite the period of financial austerity. Although the first three Youth Zones in Barking & Dagenham, Barnet and Croydon are still over 15 months from opening, OnSide has already raised £5.6m in revenue funding. This track record in London and in their open Youth Zones elsewhere in the country, provides real confidence in their ability to meet their commitments for Haringey.

What happens if, come Year 4, the Youth Zone is not financially sustainable?

The success of OnSide's Youth Zones elsewhere in the country suggests this is a low risk. In any case, the Haringey Youth Zone Board would be charged with securing on-going revenue support by exploiting its network of supporters and potential funders.

The initial three-year funding is the minimum commitment OnSide expects from its Founder Patrons and provides for the core, open, universal service available in OnSide Youth Zones. In practice, based on real-world experience from the six Youth Zones, which have been operating for over four years, almost every Founder Patron maintains their support for the Youth Zones beyond 3 years. This is because they have the opportunity to witness the Youth Zones in operation and see the very real benefits they deliver to young people and the wider local communities.

From around six months prior to the Youth Zone's opening, with the first three years' revenue safely secured, the board and the local staff team will begin to increase and further diversify private and voluntary sector income, as noted above.

Should any unforeseen circumstances result in the Youth Zone no longer delivering on its core purpose, OnSide would have the opportunity to step in and restore the Youth Zone to the desired level. If this also fails, the site, and the building on it, would revert to the school as the lease-owner, and ultimately the Council as the freeholder of the site.

Who has oversight of spending during the set-up of the facility?

Oversight has been delegated under the March 2017 Cabinet report to the Lead Member for Corporate Resources, Director of Children’s Services, and Strategic Director for Regeneration, Planning and Development. Payment schedules will be set out within the Development Agreement between the Council and OnSide.

Why hasn’t provision been tendered on the open market?

The March 2017 Cabinet report contains comments from the Council’s Strategic Procurement department as follows: “Officers have considered the issues of awarding direct without having gone to the open market; whilst it is theoretically possible that another organisation could offer £3m match funding, ongoing revenue investment of £750k from private sector for three years and establish and successfully deliver a 21st century inclusive youth provision, in all likelihood the probability of this is remote. OnSide have been able to demonstrate successfully delivering such a model across 8 other local authorities over the past 7 years; something officers have been unable to identify elsewhere in the market. Therefore undertaking a procurement exercise is unlikely to yield any similar or improved offers.”

What are the legal implications?

The Council would not be granting a long lease, and therefore the site allocation is not a disposal.

The Council would be making a grant and revenue funding, which must comply with value for money and any grant be the subject of a grant funding agreement. Where the Council is providing funding this must comply with State Aid rules. Aid for sport and multifunctional recreational infrastructures must comply with the General Block Exemption Regulation. The Council can make grant payments under section 1 of the Localism Act 2011.

How will the Youth Zone impact local youth providers?

Youth Zones deliver the best service when they work in partnership with other local voluntary and statutory organisations. In the Hive Youth Zone in Birkenhead, the Youth Zone team are working with 34 local partners, including local youth clubs, sports clubs, organisations supporting young people with disabilities, and those providing employment support.

The Youth Zone might provide a new physical space for other organisations to deliver their activities or services to young people. Other local organisations find they can reach more young people through the Youth Zone membership. Experience from existing facilities shows that the vast majority of Youth Zone members do not already access existing local youth provision. For those young people that do attend other local centres, the Youth Zone is seen as an additional offer, and not a replacement. The Youth Zone alone will be open for over 40 hours per week, representing a significant increase in choice and availability for local children and young people.

The local voluntary and community sector has not been engaged specifically about Youth Zone as until we have agreement to proceed, it would be potentially unhelpful. However, OnSide’s early engagement with providers such as Haringey Shed have shown a genuine appetite for working in partnership if the Youth Zone were to be developed.

Significant engagement with the local voluntary & community sector will commence should the Council decide to proceed with the Youth Zone. Mark Blundell, OnSide's Partnership Development and Community Engagement Manager, will start engaging with as many existing youth groups as possible to see if they wish to work in partnership with the Youth Zone. Anyone that would like to get involved, or know more, should contact Mark at: mark.blundell@onsideyouthzones.org.

Will the Youth Zone cause an increase anti-social behaviour?

On the contrary - The impact of existing Youth Zones in their local areas has been extremely positive with statistics showing that the Youth Zones have actually contributed to a 50% reduction in anti-social behaviour in the local area on average across the Youth Zones.

For example, local police have reported a 77% reduction in anti-social behaviour (ASB) as a direct result of strategic and continued partnership work between Wigan Youth Zone and local police, whilst Harpurhey, in Manchester, has also seen a 51% reduction in ASB since its opening.

Hear from PCSO Robert Smith, who patrols the Harpurhey, one of the most deprived wards in Manchester, about his views of the impact The Factory Youth Zone has made on the reduction of ASB in the area: <http://www.onsideyouthzones.org/youth-zones-impact-on-asb-levels>

How will the Youth Zone be a safe space and respond to the challenge of local gang violence?

Youth Zones are iconic and inspiring buildings that house high-quality services and facilities that are open to all young people from across the borough where they are located, providing safe spaces to go and someone to talk to. Neutrality is a key criterion for the location of all Youth Zones, to minimise the issues created by gang activity and 'postcode wars'.

OnSide Youth Zones have been established for many years and successfully operate in areas such as North Manchester and Wolverhampton, where significant and entrenched gang issues are also prevalent, yet they have been able to reduce the impact on the provision of high quality, open-access services to young people to almost zero. Youth Zones have also been selected to deliver specific programmes aimed at reducing gang activity and knife crime including the Stay Safe project which targeted young people involved in, or at risk of being involved in, gangs, which was part-funded by the Home Office.

Nevertheless, we do not underestimate the risks and the challenges, which community tensions and gang issues in particular, will create in Haringey. In part, this is the reason for the creation of an independent local charity led and managed by Haringey people. However, we intend to go further...

To ensure that sufficient focus is given to these issues and critically, that the necessary local experience and knowledge can be maximised, OnSide is committed to the early recruitment of specialist local workers, with in-depth understanding of the local area dynamics, relationships and challenges in surrounding communities. Unlike other areas, we will specifically recruit these staff, from as early as nine months prior to opening and target individuals with detailed local knowledge and experience for those roles. These staff will deliver a wide-ranging programme of outreach and community engagement activity, working with local young people and building further partnerships with a huge range of other local agencies. The local expertise, which these dedicated staff will provide, combined with OnSide's approach to community leadership and partnership will enable the development and communication of critical strategies and approaches to address the serious potential risks, to deliver a safe open access facility for

young people from across the borough.

After opening, these workers will become permanent Youth Zone staff but retain their focus on safe access for all the borough's young people and the approach needed to minimise the threat of gang related issues.

Have young people been consulted?

Young people have not been consulted specifically about Youth Zone as it would be disingenuous to raise expectations prior to a decision being made by the Council.

In broader terms about youth provision consultation, there is ongoing dialogue through for example the Youth Council (Things to do, Safety and mental health) and most recently at a joint health and youth event (Hackathon on obesity) on the availability of a range of positive activities to promote health and wellbeing. Through this dialogue, there is no doubt that young people want further provision of positive, leisure-time activities in Haringey. We recognise that youth engagement can be really challenging, which is why a significant, large-scale engagement programme and co-production activity is planned for implementation once agreement to proceed has been reached. This will include measures to really engage hard-to-reach young stakeholders to ensure that they have the opportunity to hold a stake in the future of Youth Zone.

When will the Youth Zone open?

Subject to planning permission, etc. Haringey Youth Zone is expected to open in 2020.

Why is this decision being made so close to an election?

There has been a Cabinet paper 14th March 2017 – key decision made to progress partnership with Onside, with briefings and dialogue held with Members since.

This is a decision that should have been made long ago, but is being brought back to Labour Group for the final decision at the Labour Group's request.
