



# **Haverhill Youth Strategy**

**Haverhill Town Council**

**Colin Poole  
Town Clerk**

**March 2016**

**This document sets out proposals for provisions for young people in Haverhill, in response to the undertaking by the ONE Haverhill Partnership to address youth issues in town and the Town Council's decision to lead on this topic.**

## **Progress Record**

Work Commissioned: 27<sup>th</sup> January 2015 C15/008

Survey of Young People: Summer 2015

YAG Sign Off of Recommendations: 24<sup>th</sup> February 2016

Draft adopted by Leisure & Community Committee: 8<sup>th</sup> March 2016 LC16/024

Draft endorsed by ONE Haverhill Partnership: 16<sup>th</sup> March 2016

Adopted by Full Town Council: 22<sup>nd</sup> March 2016

## Haverhill Youth Action Group

The Haverhill Youth Action Group was formed in February 2010 following a meeting called by the Safer Neighbourhood Team to coordinate Long-Term Youth Provision in the town with a view to reducing antisocial behaviour. The group is not formally constituted but adopted terms of reference in 2010 that set out the following three aims.

- To support existing youth provision and projects
- To achieve the best possible services for young people in Haverhill
- Work towards identifying and meeting young people's needs in the Haverhill.

In 2013 the group played a key part in bringing together the One Haverhill Youth Strategy for which the Town Council is the leading partner. Hence the meetings are held in the Arts Centre and chaired by Nick Keeble.

The YAG has been responsible for generating and providing a steer for many projects including: the Chill Out Zone at Haverhill Leisure Centre, the CB92DO website, the U Festival, 2012 Youth Survey, Big Day Out, On the Spot Van, Media activities.

YAG act as an invaluable networking and information sharing group for agencies and organisations involved in the provision for youth in Haverhill. It has been revived for the purpose of providing the underpinning knowledge and expertise the Town Council requires to deliver the new Youth Strategy.

Current partners represented on the Group:

Haverhill Town Council -	Colin Poole Nick Keeble Karen Chapple
Samuel Ward Academy -	Jacqui Singleton
Castle Manor Academy -	Alison Weston Dan Course Becky Baldwin
Abbeycroft Leisure -	Warren Smyth Ian Evans
Haverhill Cangle Foyer -	Dawn Ince Steve Johnson
Suffolk County Council -	Ellie McCarthy Justine Rice
St Edmundsbury BC -	Polly Kane Tom Ogden Lizzi Cocker Sharon Fairweather

Community Action Suffolk - Jon Eaton  
YMCA - Vicky Cairney  
Sandra Linnane  
Fiona Radnor  
Suffolk Constabulary Inspector Peter Ferrie  
Sergeant Matt Gilbert  
PCSO Chris Bales  
Haverhill Community Sports Peter Betts

## **1 - Background – ONE Haverhill Integrated Youth Strategy 2013-16**

This new strategy builds on previous work based on the ONE Haverhill Integrated Youth Strategy 2013-16. As part of the overall ONE Haverhill Neighbourhood Community Budget plans, the following strategic aims were identified for young people:

1. Fast, responsive and joined up interventions when young people are experiencing challenging circumstances. This will build on existing strengths to create a suite of services that joins up seamlessly from early adolescence through to early twenties. This requires further development of professional relationships, good intelligence gathering and shared information systems and a willingness to refocus resources quickly
2. A coordinated approach to antisocial behaviour which extends beyond it to create diversionary activities and involves the public sector and community based organisations
3. Engaging community groups, individual volunteers and businesses in a very straightforward and effective way, making exceptional use of the reservoir of goodwill that seems to be prevalent in Haverhill to create a wider range of opportunities for young people
4. Good employment prospects, with local businesses taking a lead role so that they can offer opportunities to young people to get a start in the world of work, starting with school pupils and including young people who are unemployed or NEET (16-18 year olds who are not in education, employment or training)

These were based on four key aspirations

1. A positive role for young people in Haverhill, with more respect and recognition for their efforts and achievements and nurturing their sense of independence and personal responsibility
2. Young people should be having a key role in shaping the services that are delivered to them in Haverhill and that the broader community, local businesses and public sector services have to work together to create a way of making that work
3. This more joined-up approach will make the best use of increasingly limited resources, cut out duplication and ensure young people still get the support they need and access to better opportunities
4. Young people's aspirations towards independence and decent life prospects are key to all of this, and this means creating more opportunities for personal development, positive social activities, training and employment, all at a time of difficult economic conditions. This challenge should not be underestimated, but if tackled constructively, we can make a tangible difference

These aims and principles remain as relevant in 2016 as they were in 2013.

## 2 - Review of 2013-16 objectives and progress made towards their achievement

The objectives arising from the 2013-16 aims were:

Area of activity	Outcome Measures	Review Outcome
Interventions where individual young people or groups of young people risk becoming involved in antisocial behaviour: coordination, collaboration, information sharing and rapidly responsive distraction services and official action as appropriate	Reduction in antisocial behaviour involving young people aged 12 to 24	A number of activities address this issue: Teenage Kicks Chill-out Zone (Abbeycroft) Princes Trust courses  <i>The police have identified this as an ongoing issue. See Recommendation 1</i>
Interventions where young people are experiencing challenging circumstances that might lead to disengagement from their community, education or the world of work	Reduction in adolescent mental health referrals, truancy, homelessness and sofa surfing	Signpost Project (HTC Youth Skills) works with young people with mental health problems to increase their confidence and employability Make Your Move (Abbeycroft)
Creating a wider range of opportunities for young people in Haverhill and improve access to information about them	Increase in the range of opportunities compared to 2012 (see Appendix A) <i>note that this does not imply a greater number of activities, just a greater range of them</i>	Traineeship Programme (MENTA/West Suffolk College) Football Project (Catch 22) Signpost Project (HTC) Young Peoples Reps (Academies)  <i>Accessible information about opportunities is addressed by Recommendation 2</i>
Increase employment opportunities, apprenticeships and other work related training and improve access to information about them	Reduction in youth unemployment and NEET figures Increase in apprenticeships and other work related training	The Youth Skills Project funded by DWP and managed by the Town Council on behalf of ONE Haverhill exceeded the targets set, during 2014-2016, by creating 139 opportunities, of which 96 have been filled, 47 directly by the project. Drop-in Job Club (Cangle) SCC Specialist 1-2-1 youth work with NEETS and 16-17y/o at risk of becoming NEET in academies. Media Hub Arts Award (Town Council)  <i>See Recommendation 3</i>
Increase aspirations in school pupils about achievement and employment	Use measures from Raising the Bar	The Raising the Bar programme is operated by SCC. Work is done locally in Haverhill on improving pathways to learning, work-related learning, personal statements and CV-writing. Tomorrow's People Work Club (Castle Manor)  <i>See Recommendation 3</i>

The Integrated Strategy identified 3 delivery objectives to enable the above objectives to be met:

Activity	Measures	Outcome Review
<p>Set up a representation from businesses, community groups and public service providers. The Steering Group will take direction from the ONE Haverhill Board, manage a delivery plan, take reports from the coordinator and keep the Board informed on progress.</p>	<p>By February 2013 have a steering group in place with terms of reference and membership</p> <p>By July 2013 wind down all other coordination groups in order to save time and make people's efforts more effective</p>	<p>The ONE Haverhill Youth Hub Steering Group was set up to progress the H1 project at the Old Magistrates Court. This group was disbanded when the H1 project was terminated.</p>
<p>Appoint a coordinator to work between businesses, schools, voluntary and community organisations, public sector services and young people on a three year pilot basis</p>	<p>By April 2013 appoint a coordinator as a new post or refocusing an existing post completely on to Haverhill</p> <p>By July 2013 the coordinator pulls together a programme of summer holiday activities focussed on reducing antisocial behaviour</p> <p>By September 2013 the coordinator pulls together a rapid response agreement between public and voluntary sector service providers to focus services on individuals or groups of young people who are at risk of antisocial behaviour</p> <p>By December 2013 the coordinator is securing funding for projects to deliver other parts of the strategy</p>	<p>The creation of this post was not actioned. It is possible that a fresh proposal for such a post may come out of the work of the YAG subgroups when developing action plans to deliver the recommendations.</p>
<p>Establish a one-stop-shop service for local businesses, community organisations, service providers and young people. This will help them find reliable information and advice and speed up their action to meet their own needs.</p>	<p>By March 2013 agree location for the one stop shop (possibly one hub in the town centre and then outlets in strategic locations in schools, community and children's centres, Leap and Jobcentre, etc</p> <p>By July 2013 collate the existing wide range of information sources and materials and create new materials fill any gaps specific to Haverhill. Also establish the equivalent online, again using existing information sources where possible</p>	<p>This was the H1 project, now terminated.</p>
<p>Create high profile flagship project providing work experience and skills development for Haverhill's young people. This will run on a business model, earning income from its work as well as requiring public funding</p>	<p>By April 2014 launch a jobs and skills base in Haverhill that provides a place to learn some of the skills and behaviours required to get a job, gain specific skills and get work experience</p>	<p>This did not happen due to not recruiting the Coordinator post to deliver it.</p>

### 3 - 2016: Provision needed for young people:

In Summer 2015 the YMCA carried out a survey of young people in Haverhill to bring up to date the understanding of their priorities. They were:

- a) Advice and Information
- b) Support into employment
- c) Activities

#### a) - Advice and Information:

A survey carried out by ONE Haverhill in 2012 identified that “satisfaction with schools and colleges is high, and most are satisfied with services that help young people to lead a healthy life”

In 2015 the YMCA survey carried out on behalf of the Town Council found that 43% of young people thought the best way to receive information was through social media, 18% through their school and 13% through email.

In 2013 the intention was to provide a “One Stop Shop” Youth Hub for young people. This would have provided agencies with office and consultation space to provide services for young people. This was not able to be achieved as the required forward commitment from agencies to make such a project viable was not forthcoming. In the current financial conditions it is impossible for agencies to commit to running a project for 5 years, starting in two or three years’ time.

The concept of a Youth Hub remains an enticing challenge, but the timescale of delivery for it is likely to mean this is a long-term aspiration. In the meantime, there are funds held by the Town Council that could fund a project enabling young people to access advice as a ‘quick win’ project.

The YAG meeting held on 12<sup>th</sup> November 2015 considered the YMCA consultation results and combined that with the professional knowledge of the membership and the data from the 2012 survey. The proposal to the Town Council is:

**Recommendation 1** - On The Spot Van – To explore financial and management support for the continued deployment of this in Haverhill. The ‘On The Spot’ van is currently funded by the Borough Council. This funding is ending at March 2016. It is a “quick win” to keep this service going so that communication with young people and this ‘universal gateway’ to services is maintained.

*[Secure parking for the vehicle will be required. SCC has offered to provide the professional supervision/mentoring to self-employed professional youth workers contracted to the Town Council. The YAG would agree the deployment priorities following any requests/information received from the Police, other agencies or the Council. Temporary funding for April 2016 has been agreed by the Town Council to ensure continuity of service to young people whilst this Strategy goes through the adoption process.]*

**Recommendation 2** - Social Media Project – To research resource required to promote information about existing provisions for young people through social media. Given the high reliance on social media by young people, a resource to use this in order to keep young people up-to-date on services available and to direct them to services they are seeking would be a great asset to Haverhill. It would also provide links to venues such as community centres where young people could join or create activities such as dance and fitness.

*[Thought needs to be given to how this might be physically enabled and what funding would be needed. Where would information be gained from, how would it be responsive and up-to-*

*date? What 'moderation' would be required to monitor any comments? The Media Hub at the Arts Centre may be a suitable venue for the creation and maintenance of the information young people seek, but co-ordination by a suitable body needs to be identified and sustainability issues addressed]*

## **b) – Support into Employment**

Haverhill is one of the four largest towns in Suffolk. There are higher levels of NEETs in Haverhill than elsewhere in SEBC and Suffolk. This is linked to the remoteness of FE establishments when compared with the accessibility of further education in the other three large towns in Suffolk which all have full college facilities. Providing young people with the skills, confidence and motivation to get into employment, education or training is therefore done by a patchwork of agencies. Better coordination has been achieved in bringing these strands together through signposting done by the Youth Skills Manager at the Town Council. Significant success has been achieved in creating apprenticeship placements and matching those to suitable applicants. Progress has also been achieved in supporting links between business and the academies, such as the Enterprise Competition and working with academies on apprenticeship opportunities for young people in danger of becoming NEET.

**Recommendation 3** – The successful Youth Skills Project run by the Town Council should be extended into 2017/18 and provide a focussed support for those most in need, such as ESA claimants, whilst still providing a general support to all young people seeking apprenticeships and businesses who host them.

*[Coupled with funding agreed by the Town Council, ONE Haverhill Partnership's Chairman has obtained unconfirmed offers of funding from a range of partners to cover costs until March 2018. This will be subject to a formal announcement once the offers are definite.]*

## **c)i - Youth Activities**

The Youth Hub was envisaged to have a meeting space for young people to hang out. With the demise of the project the challenge arises as to how this identified need can be met.

The YMCA survey reported that a new skate park was a very popular wish. There already is a skate park in town but concern was expressed as to its capacity to take more users and the geographical position for some young people both in terms of distance and "territory". Extending it may therefore not increase the number of young people served and could raise disturbance levels beyond what is reasonable for the local residents, causing conflict.

A BMX pump track is proposed on the Clements Estate. This means that both the north and the west of town are relatively well served with wheeled activity provision. The East has no provision but it does have space.

In the past, young people have expressed the need for more facilities in Haverhill, representing special interests. These include Parkour – Currently met informally around the town centre both in public spaces and through trespassing onto private land where interesting challenges are discovered. There are inherent risks for this activity away from a dedicated space. Parkour parks exist and are relatively inexpensive.

**Recommendation 4** – Proposals for a 'skate park' in the east of Haverhill are worked up and put to young people for developing into a fully-fledged proposal.

*[Initial discussions indicate that New Croft may be willing to host. Young People ideally want an indoor facility but the cost would be prohibitive without substantial external funding. An outdoor facility which could be enclosed at a later date would be an affordable mid-term solution in order to deliver a positive outcome to the current cohort of people requesting this.]*

### **c)ii - Creativity**

Other activities focussed on creativity, suggestions included music workshops and dance. These could be met by existing proposals to extend the Arts Centre. This would provide more space for activities such as dance and potentially a sound studio for recording music. The media hub at the Arts Centre provides access to electronic creative arts. Cookery options also exist in town, if funding was available.

**Recommendation 5** – The Arts Centre plans for extending the building to increase the range of activities incorporates the needs of young people as a key theme.

*[This is a long-term aspiration. The Town Council have agreed funds to bring forward concept drawings and proposals, for which significant funding will need to be sought. This project, whilst contributing to the Youth Strategy in terms of facilities, lies outside it in terms of delivery]*

**Recommendation 6** – Draw up a Creative Arts Strategy to facilitate the demand for this in Haverhill. Delivery oversight of projects would be by the Arts & Leisure Manager. A funding pot would be earmarked to pay for these in the same way as other Arts projects are organised by the Town Council.

*[There are a number of options that might be followed. Creative Arts in Bury St Edmunds could be mirrored in Haverhill. Haverhill Unsigned is an 'urban art collective' which is offering to provide sessions in the Arts Centre and elsewhere. Expand the use of the Media Hub beyond the Arts Award courses.]*

### **c)iii – Chilling Out**

In terms of places to hang out, the town centre provided a range of places where youths found somewhere to sit. Away from there, the leisure centre, cadets/scouts/guides and the skate park were reported as places young people went. This strongly undermines arguments that computers and computer games means there is no demand for safe spaces that young people have a sense of ownership over.

**Recommendation 7** - Chill-out Zone – Places for young people to meet up and do activities they cannot do otherwise – possibly a range of provisions, starting with a chill-out zone at the Leisure Centre, possibly use new facilities at an extended Arts Centre providing music and dance production and the Media Hub.

*[In the first instance, space at Haverhill Leisure Centre could be developed quickly in order to provide the provision required and an opportunity to explore proof of concept and how a permanent solution might be achieved. Extending this over several nights would enable separation of age groups. It has facilities for teaching cookery, dance and provide access to physical activity. Relatively inexpensive capital investment in entertainment equipment would be required.]*

#### 4 - Finance

The Town Council has earmarked the following funds for this strand of work:

£300,000 – H1 Project ‘property fund’ to fund the purchase of capital items.

£110,412.19 – H1 Project ‘activities fund’ to fund the revenue costs associated with projects.

The Town Council does not anticipate being the only funder of this strategy. A number of sources of external funding may be applicable to more elements of the overall strategy than shown below.

Recommendation	Indicative Capital Cost	Indicative Revenue Cost per annum
1 – On The Spot Van	Nominal charge £1 Replacement fund = £15,000	Vehicle maintenance costs = £1,100 Vehicle running costs = £1,145 Replacement fund = £5,000 Staff costs = £18,250 External funding = -£2,500 Total = £23,000
2 – Social Media Project	None	Project Officer (sessional) = £3,000 Total = £3,000
3 – Youth Skills Project	None	Project Manager = £42,000 External funding = -£30,000 Total = £12,000
4 – Skate Park	Initial outdoor scheme £150,000	Maintenance fund = £2,000 Total = £2,000
5 – Extend Arts Centre	(Total project Cost £5m)	
6 – Creative Arts Strategy		Project Fund = £20,000 External funding = -£5,000 Total = £15,000
7 – Chill-out Zone at Leisure Centre	Capital Fund = £5,000	Staff costs (sessional) = £6,000 Total = £6,000
	<b>Total ICC = £170,001</b> (Not including Arts Centre)	<b>Total IRC = £61,000</b>

Sufficient funds are already earmarked, but could be rebalanced to attract match funding on both the capital and revenue sides to achieve 3-year funding plans.

#### 5 - Delivery Strategy and Youth Involvement

The Youth Action Group partners would form sub-groups to oversee delivery of each project except the Arts Centre extension, which is outside the scope of this delivery strategy. The sub-groups would report back to the Town Council via the YAG. The work would be in two stages

- 1 – Work up a plan for each project.
- 2 – Oversee the delivery of the project.

Some projects are relatively straightforward wins. Whilst progress will be reported to the Council, projects 1 & 3 already have town council approval and projects 6 & 7 would not require further sign-off so long as they remain within budget, as they are straightforward enough not to require a detailed consideration. This is important as it means young people can design services for themselves supported by the YAG professionals without being subject to second-guessing by older people.

A Youth ‘Parliament’ could be called to bring interested young people into the process as part of a democracy strand within schools as well as engagement through the outreach/detached youth work from the “On The Spot” Van. A one-off event, it would provide an opportunity to better understand the details of what young people want but

primarily would serve as a recruitment opportunity to engage young people in specific project sub-groups. An option to progress this is listed in the approvals required on page 12

Sub-groups would include young people who have expressed an interest in that sort of project and other relevant interested parties (councillors may wish to join sub-groups).

Sub-groups would be responsible for addressing the issues raised in italics under each recommendation and, where relevant, for writing external funding bids for each project.

## 6 – Fitting with other priorities

Whilst this is a Town Council led strategy, it needs to fit in with what other partners are doing. The YAG membership set out at the beginning of this document shows a wide range of partners directly engaged with this work.

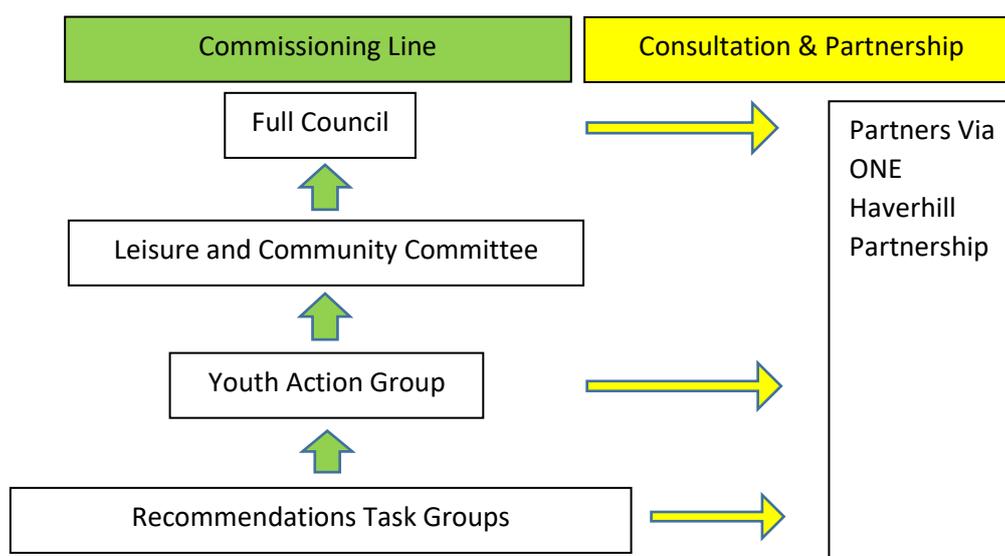
The recommendations can be seen to be clearly aligned with the ONE Haverhill Partnership priorities and further external funding and logistical resource gained as a result.

ONE Haverhill Partnership Priorities	Aligned Recommendations
Health and Wellbeing	1,2,4,6
NEET, Skills, Education and Training	2,3,6
Crime and Anti-social Behaviour	1,4,7

## 7 – Reporting Pathway

Regular reports on progress of the sub-groups would be made to the Town Council via the Leisure and Community Committee (LCC). Unless some of the recommendations lead to projects being delivered by other partners, commissioning would be via the Town Council. Regular reporting/consultation and partnership would take place between the officers from the various partner organisations with their own organisation and partners, the Youth Action Group and partners and the Town Council and partners, using the ONE Haverhill Partnership.

Once projects are operational, regular reports would also be given via the YAG to the LCC.



## March 22<sup>nd</sup> Full Council Meeting

Specific Recommendations approved:

<b>Recommendation</b>	<b>Action Required</b>	<b>Funding Commitment</b>
1 – On The Spot Van	To approve funding the operation of the On The Spot Van as proposed	£23,000
2 – Social Media Project	To approve the funds subject to the receipt of satisfactory proposals by a YAG Sub Group et up for the purposes of progressing this, including Young People.	£3,000
3 – Youth Skills Project	None – this project is fully signed off	Already committed
4 – Skate Park	To approve the setting up of a YAG Sub Group including young people, tasked with bringing forward detailed project proposals	£5,000 to cover professional fees and costs incidental to producing detailed proposals
5 – Extend Arts Centre	None – the concept design work is underway	Already committed
6 – Creative Arts Strategy	To approve the creation of a YAG Sub Group including young people, to oversee the careful stewardship of funds in commissioning creative arts projects for young people and submitting bids for complementary funding.	£15,000
7 – Chill-out Zone at Leisure Centre	To approve the funding of a second weekly session at the Leisure Centre	Capital = £5,000 Staffing = £6,000
8 – Youth parliament	To approve setting up a one-off pilot project to engage young people in decision making and recruiting members of the Sub-Groups to deliver the Youth Strategy.	£1,000
9 – Councillor Involvement	To consider appointing Councillors to the YAG and/or specific Sub Groups.	£0