



AGENDA FOR THE EXECUTIVE

Members of the Executive are summoned to attend a meeting to be held via Zoom on **29 April 2021 at 7.00 pm.**

Link to the meeting: <https://weareislington.zoom.us/j/91854153419>

Enquiries to : Jonathan Moore
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Despatched : 21 April 2021

Membership

Councillor Richard Watts
Councillor Rowena Champion
Councillor Satnam Gill OBE
Councillor Sue Lukes
Councillor Michelline Safi Ngongo
Councillor Una O'Halloran
Councillor Asima Shaikh
Councillor Nurullah Turan
Councillor Diarmaid Ward

Portfolio

Leader of the Council
Executive Member for Environment and Transport
Executive Member for Finance and Performance
Executive Member for Community Safety
Executive Member for Children, Young People and Families
Executive Member for Community Development
Executive Member for Inclusive Economy and Jobs
Executive Member for Health and Social Care
Executive Member for Housing and Development

Quorum is 4 Councillors



Declarations of interest:

If a member of the Executive has a **Disclosable Pecuniary Interest*** in an item of business and it is not yet on the council's register, the Councillor **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent. Councillors may also **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency. In both the above cases, the Councillor **must** leave the room without participating in discussion of the item.

If a member of the Executive has a **personal** interest in an item of business they **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but may remain in the room, participate in the discussion and/or vote on the item if they have a dispensation from the Chief Executive.

- *(a) **Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences**- Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

NOTE: Public questions may be asked on condition that the Chair agrees and that the questions relate to items on the agenda. No prior notice is required. Questions will be taken with the relevant item.

Requests for deputations must be made in writing at least two clear days before the meeting and are subject to the Leader's agreement. The matter on which the deputation wants to address the Executive must be on the agenda for that meeting.

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C. Urgent non-exempt matters

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

D. Exclusion of the press and public

To consider whether to exclude the press and public during discussion of the remaining items on the agenda, in view of their confidential nature, in accordance with Schedule 12A of the Local Government Act 1972.

E. Urgent exempt Matters

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Executive will be on 27 May 2021

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London Borough of Islington

Executive - 18 March 2021

Minutes of the meeting of the Executive held via Zoom on 18 March 2021 at 7.00 pm.

Present: **Councillors:** Watts, Champion, Gill, Lukes, Ngongo,
O'Halloran, Shaikh, Turan and Ward

Councillor Richard Watts in the Chair

790 **APOLOGIES FOR ABSENCE**

None.

791 **DECLARATIONS OF INTEREST**

None.

792 **MINUTES OF PREVIOUS MEETING**

RESOLVED:

That the minutes of the previous meeting held on 11 February 2021 be agreed as a correct record and the Chair be authorised to sign them.

793 **NON RECENT CHILD ABUSE SUPPORT PAYMENT SCHEME**

The Leader agreed to revise the order of the agenda so that Item E7, Non Recent Child Abuse Support Payment Scheme, would be considered as the first item of business.

The Leader made the following statement in relation to the report:

“This report relates to the abuse of children in Islington’s care homes between 1966 and 1995. It is no exaggeration to say that this was the darkest chapter in the council’s history. Children, placed in our care, were subjected to terrible physical, sexual and mental abuse which, understandably, has had a deeply traumatic effect on those who are now adults and continue to suffer.

As Leader of Islington Council I want to say again we are deeply sorry for the council’s past failure to protect vulnerable children. Although the word ‘sorry’ feels inadequate, I offer this apology to every single person who has been scarred by the events of that terrible time. Today it is our duty as a council to do the right thing and to try to address the failings of the past.

The report recommends that the Executive agrees a proposed Support Payment Scheme for people who suffered emotional, physical and sexual abuse whilst resident in the council's children's homes from 1966-1995 and I am sure all my colleagues will strongly support this recommendation.

The proposed scheme would become part of the council's existing support offer for survivors which includes trauma counselling, specialist advice support and assistance for care, housing, appropriate welfare benefits, access to further education and employment and support to access care records.

Islington Council today is a very different organisation, and protecting children from harm is our top priority. But we rightly remain deeply sorry and ashamed of the failings of the past."

The Leader also advised that an updated Resident Impact Assessment, Appendix D to the report, had be circulated in a second despatch of papers.

The Leader provided an opportunity for members of the public present to ask questions related to the proposed scheme and invited those affected to take part in the consultation.

RESOLVED:

- (i) That the options for implementing a SPS and the associated legal and financial risks be noted.
- (ii) That the proposed SPS (Appendix A to the report) be approved for the purposes of consultation with ISN and other stakeholders.
- (iii) That the consultation statement (Appendix B to the report) be approved.
- (iv) That the Corporate Director of Resources, following consultation with the Leader, Executive member for Health and Social Care, Corporate Director People and Acting Director of Law and Governance, be authorised to agree the consultation document.
- (v) That the period of consultation will be 6 weeks be noted.
- (vi) That a further report on the SPS will be submitted to the Executive detailing the outcome of the consultation exercise be noted.
- (vii) That it is recommended that one-off windfall monies and unspent contingencies be used in the first instance to fund the SPS at the discretion of the Section 151 Officer be noted. An accurate assessment

of the running costs of the SPS will need to be undertaken when the SPS has proceeded through consultation.

Reasons for decision – as specified in the report, the proposed SPS will provide financial support for eligible survivors / victims of non-recent abuse suffered when in the council's children's homes.

Other options considered – as specified in the report, the Executive considered the proposed Support Payment Scheme (SPS), a Lambeth type Redress Scheme, and implementing no scheme.

Conflicts of interest / dispensations granted – none

794 FINANCIAL POSITION AS AT 31 JANUARY 2021

RESOLVED

- (i) That the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 of the report and by service area at Appendix 2 of the report be noted, and the currently assumed approach to balancing the General Fund budget in 2020/21 (Section 3 and Table 1 of the report) be noted.
- (ii) That a transfer to the Budget Risk and Insurance reserve of the (-£1.250m) underspend on contract inflation (Paragraph 3.45 of the report) be agreed.
- (iii) That the forecast in-year HRA deficit of (+£2.822m) (Section 4 and Appendix 2 of the report) be noted.
- (iv) That the revised capital budget of £126.020m, with a revised in-year capital forecast of £94.984m, be noted; and that approval for further slippage will be sought at year-end as part of the 2020/21 financial outturn report (Section 5 and Appendix 3 of the report) be noted.

Reasons for decision – to ensure the financial resilience of the council.

Other options considered – none

Conflicts of interest / dispensations granted – none

795 APPROPRIATION OF LAND ON WINDSOR STREET FOR PLANNING PURPOSES

RESOLVED:

- (i) That the Corporate Director of Resources be authorised to appropriate the Land edged red on the plan at Appendix 1 to the report submitted from housing to planning purposes in accordance with section 122 Local Government Act 1972;

- (ii) That the Corporate Director of Resources, in consultation with the Acting Director of Law and Governance and Corporate Director of Housing, be authorised to agree the settlement of Rights of Light and Rights of Way claims, where relevant, with owners and occupiers of the affected properties and any ancillary affected leases, together with any associated fees;
- (iii) That it be noted that the cost of the proposed settlement of Rights of Light and Rights of Way compensation payments, where relevant and the associated fees of those affected by this scheme, will be met from the capital budget for the Windsor Street scheme;
- (iv) That authority be delegated to the Corporate Director of Resources to appropriate the Land back to Housing from Planning should it be deemed necessary to do so.

Reasons for decision – By exercising its appropriation powers, the council will ensure that the development of the Land proceeds in accordance with the planning permission already granted.

Other options considered – as specified in the report, if the appropriation was not granted then the development could be at risk of injunction proceedings. Conflicts of interest / dispensations granted – none

796 EXTENSION OF SUPPORT FOR LEISURE CONTRACT

RESOLVED:

- (i) That further financial support to GLL for the period to 31 March 2022 based on the financial projections set out in Exempt Appendix [1] to the report submitted, to facilitate GLL's continued provision of the services at the leisure centres when they are permitted to re-open, be agreed. This would be a further deferral of rent for 2021/22 reflecting projected income and costs in the financial business plan reconciled through the open book process.
- (ii) That the Corporate Director of Environment & Regeneration, following consultation with the acting Director of Law and Governance, be authorised to give effect to the above additional financial support for GLL by varying, as necessary and extending the second deed of variation to 31st March 2022.
- (iii) That the projected end of year debtor position for 2020/21, as set out in Appendix [1] to the report, following the increased restrictions and two further lockdowns that have closed the Leisure Centres for an additional four months of this year meaning the contract has been unable to trade for 8 out of 12 months of the year, be noted.

Reasons for decision – a further period of support is required to allow GLL to be able to open the leisure centres when they are able to.
Other options considered – as above, if financial support is not provided then this could result in disruption to services.
Conflicts of interest / dispensations granted – none

797 **EXEMPT APPENDIX - EXTENSION OF SUPPORT FOR LEISURE CONTRACT**

Noted.

798 **EXEMPT APPENDIX - NON RECENT CHILD ABUSE SUPPORT PAYMENT SCHEME**

Noted.

MEETING CLOSED AT 7.25 pm

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Report of: Executive Member for Children, Young People & Families

Meeting of:	Date:	Ward(s):
Executive	29 April 2021	All

Delete as appropriate		Non-exempt
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SUBJECT: Procurement strategy for the future offer of universal youth work in Islington

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of securing a range of universal youth work services, which together will be known as Young Islington.
- 1.2 Islington currently secures parts of its offer of youth work for young people aged 8 and up through services which are delivered from Lift (45 White Lion Street), Platform (2 Tiltman Place, off Hornsey Road) and Rose Bowl (St Paul's Park, off St Paul's Road). There are currently two contracts in place – one for Lift and Platform (including Summerversity and the Emotional Wellbeing Service) and one for Rose Bowl. Both contracts expire on 31 January 2022.

The council wishes to secure the delivery of Young Islington through the procurement of various lots for a range of youth services across the borough from November 2021. The council further wishes to operate a direct invitation to quote (DITQ) process to secure a contract for the management and operation of the Andover from the same date. The intention is that these contracts will run for an initial five (5) year period with up to two (2) extensions of 12 months each.

In order to allow sufficient time for a range of tendering activity, mobilisation of new contracts and to avoid a break in support for young people, the council intends that new contracts will commence prior to the end of current arrangements.

2. Recommendations

- 2.1 To approve the procurement strategy for the delivery of Young Islington as outlined in this report.
- 2.2 To delegate authority to award the various lots comprising the contract for the delivery of Young Islington and the contract for the management and operation of the Andover youth site to the Corporate Director of People following consultation with the Executive Member for Children, Young People and Families.
- 2.3 To note that, in accordance with the Financial Regulations, the Corporate Director of Resources will grant leases of Lift, Platform and Rose Bowl to the successful tenderer/s at a peppercorn rent for the duration of the contracts.
- 2.4 To increase the universal youth service budget by £500k from 2021/22 (ongoing) to meet increased ongoing costs of the revised youth offer. This increased budget reflects the increase in youth service provision in respect of enhanced detached youth work, the new Andover youth site and commissioning resource for the new locality networks.
- 2.5 To note that this increased budget will be managed through the annual budget setting process and the increase will need to be found from savings in other services.
- 2.6 To note that the budget proposals rely on assumed commercial income to be generated by the chosen contractor depending on the content of its tender and business plan. Given the uncertainty caused by Covid-19 it is unclear whether the required income can be generated in practice to support the youth offer. This has the potential to increase cost for the Council or the Council may ultimately have to reduce youth service provision in line with the funding envelope.
- 2.7 To note that due to Covid-19 further market assessments will be undertaken prior to procurement. These will cover soft market testing and a professional assessment of income generation potential across Lift, Platform and Rose Bowl. If these assessments suggests that there is likely to be a significant shortfall in income to support service provision, a further report will be brought back to Members to consider the overall cost implications.
- 2.8 To note that a short term budget provision of £285k has already been agreed to mitigate commercial income loss for the existing provider during the period 1 April to 31 October 2021. The cost of any further mitigation during 2021/22 would need to be found from additional Covid19 government grant should it be available.

3. Background

3.1 Nature of the Service

Since February 2020, the council has been shaping, with young people and key stakeholders, a new youth offer for young people in Islington in line with Fairer Together and the Youth Safety Strategy. Through extensive discovery and design work comprising of conversations,

focus groups and larger consultation events carried out in partnership with two independent expert organisations, stakeholders have identified that they want to see:

- a youth work offer that is rooted in local, grassroots community delivery,
- a strengthened offer of detached and outreach youth work, and
- a connected offer of youth work that is effectively led, delivering quality engagement for young people across the borough.

The intention is that the new model

- reaches further into Somali, Turkish and Bangladeshi communities,
- engages young people who have previously not used universal youth services,
- more directly addresses inequalities, e.g. accessibility for young people with disabilities, and from LGBTQ communities,
- attracts those that are vulnerable to poorer outcomes,
- attracts those who are living in more deprived wards or households,
- effectively draws in the collective capacity of the Islington community, and
- better utilises spaces available to engage young people, including establishing a new youth space on the Andover estate.

This new universal offer of youth work will be embedded within the wider ‘Young Islington’ work strand which will sit within Fairer Together, which is a developing partnership approach to improving fairness and addressing inequalities through delivering effective and responsive early help to all residents. The Young Islington objectives are set out in Diagram 1. In line with the wider Fairer Together programme, it will take a locality focus and will be organised into three areas, North, Central and South.



Diagram 1 Young Islington objectives [**EI – refers to Early Intervention*]

The intended top line outcomes of the wider Young Islington offer for young people are set out below:

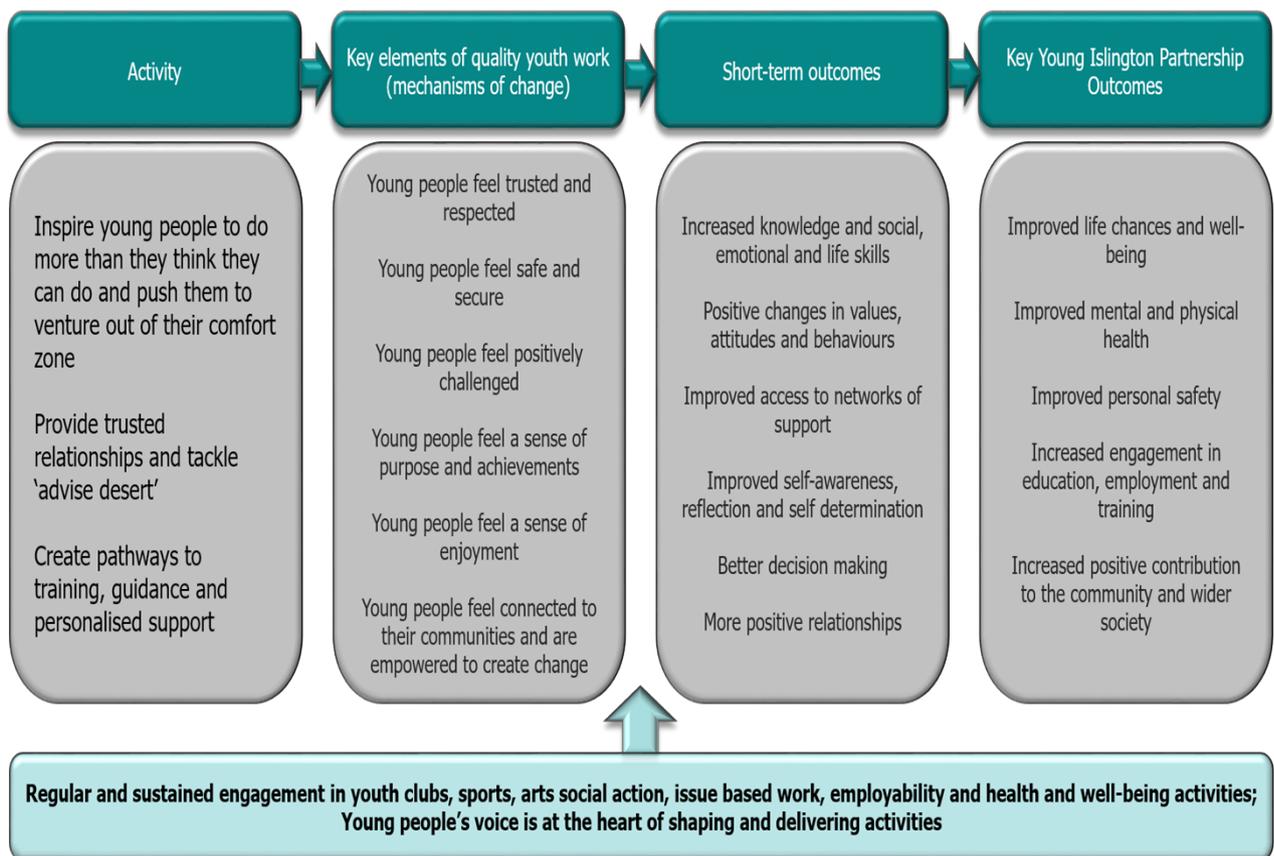


Diagram 2: Outcomes of Young Islington

A new model for universal youth work in Islington

Following extensive discovery work, a phase of design work took place with stakeholders in October and November 2020 which identified a preferred model for the delivery of the borough's universal youth work from February 2022. This is set out in Diagram 3.

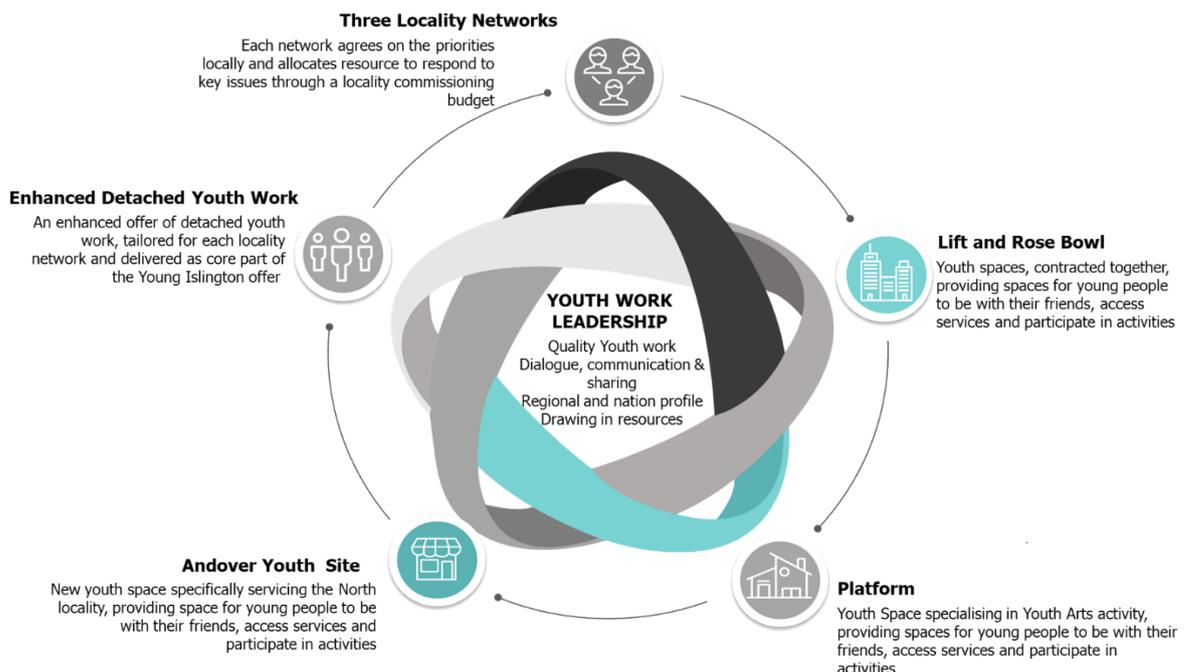


Diagram 3: The proposed Young Islington universal youth offer

This model will be community-focused, building sustainable networks across the borough, with a shared coherent vision linking into and building capacity amongst community youth providers and groups. The delivery model that is proposed will be made up of:

- a function which will provide support and stimulus for high quality youth work delivery across the model, for example, mentoring, buddying or training for youth workers, linking into regional and national support (eg NYA) and submitting joint bids for cross borough youth work programmes,
- delivery partners to operate and manage Lift and Rose Bowl, Platform and the new Andover site,
- three networks of local stakeholders and providers organised in North, Central and South Fairer Together localities,
- an enhanced offer of detached and outreach youth work and
- a co-ordination / operational management function which will be delivered in-house by the council through a new post.

The intention is that the new Young Islington universal youth offer will draw in and convene a range of resources for the benefit of young people and that the council will not be its sole funder. This range of resources will include Friends of the Rose Bowl, a group of local fundraisers in the Canonbury area that currently raises £50k per annum to support work at the Rose Bowl youth space.

The youth work leadership function will support the quality of the youth work delivered borough-wide, be the 'voice' of the sector and of young people as well as a focal point for the work of Young Islington to grow and develop in line with the objectives set out in Diagram 1. The intention is that this function will support, develop and amplify quality youth work delivery across the borough.

The specification for the delivery of the youth work leadership function will include, but not be limited to:

- development of the universal youth offer across the new model,
- providing a local focus of excellence for youth work and championing Islington at regional and national youth sector events,
- supporting practitioners and organisations to deliver to the highest possible standards of youth work,
- leading a borough-wide workforce development and capacity building agenda,
- embodying the values of Fairer Together through participation in strong partnership working across the borough and active support of the locality networks, and
- developing cross-borough programmes of youth work in partnership with the locality networks and seeking and securing funding to deliver them.

The intention is that this function will be secured through Lot 1 within the wider contract for Young Islington.

The management and operation of Lift & Rose Bowl (including Summerversity and the Emotional Wellbeing Service) and Platform will be secured through two separate lots within the Young Islington contract (Lot 2: the management and operation of Lift & Rose Bowl and Lot 3: the management and operation of Platform). **Youth work at the Andover** site will be secured through a separate Direct Invitation to Quote (DITQ) process which will run to an aligned commencement date. Together, the specifications for these services will include:

- high quality, innovative programmes of youth work activities, spaces, and multi-agency support services for young people's development,
- significant additional social value, e.g. to support young people's employment,
- a requirement for youth spaces to be opened up for community organisations to deliver youth work as part of a co-ordinated borough-wide programme, agreed and curated with the three locality networks,
- 'outward facing' provision which assertively seeks to engage young people who have not previously been reached by the universal youth work offer, through working with the locality networks and other community and grassroots groups, and
- connected programmes that support young people's mobilisation and access to the wider offer, cross borough and beyond.

The specification for Young Islington will also require that together, the providers of Lift and Rose Bowl, Platform and the Andover site ensure that space and time is appropriately allocated across the model for the delivery of:

- a careers guidance and employment offer (delivered by the council's in-house Progress Team and wider youth employment function),
- a counselling offer (delivered by TYS and Barnardos as part of the community SEMH pathway, separately commissioned by Children's Health Commissioning),
- drugs and alcohol education work (delivered by the council's in-house Targeted Youth Support Service and commissioned by Public Health), and
- sexual health and contraception services (commissioned by Public Health and due to be re-procured in 2021)

In addition and aligned to the scale and cross borough reach intended for Lift within the new model, the specification for Lift will include the delivery of:

- Summerversity and Launchpad summer programmes which should be delivered from a range of venues and by a range of providers across the borough, and
- the Emotional Wellbeing Service; this is part of the Social, Emotional and Mental Health (SEMH) pathway, specified and funded by the CCG

The management and operation of the Rose Bowl youth space will be procured in Lot 2 alongside Lift youth space. This is in order to ensure the financial sustainability of the Rose Bowl and is in line with feedback received from Friends of the Rose Bowl (FoRB) which is a group of local fundraisers which has committed to continue to raise a minimum of £50k per annum to support the work at the Rose Bowl. FoRB has a requirement that the Rose Bowl provision starts at age 8 (rather than 13 for the rest of the offer) and this will be included in the relevant specification.

The locality networks will be made up of local stakeholders in each of the North, Central and South localities and will include local providers which are already delivering work with young people or who have an interest in their wellbeing, local elected members, neighbourhood police and community safety, faith groups, sports and cultural providers, local schools and colleges, local businesses and residents' groups. Through the service design phase of the review, there was consistent feedback that the new model should provide opportunities for a wide range of stakeholders, in particular schools, to 'join up', and the networks are therefore seen as a key function of the new model. Some of these stakeholders will already be delivering work with young people and the intention is that the

locality networks will join this together, reduce duplication and close service gaps by facilitating collaboration and dialogue. The council intends to stimulate a collective approach within each locality network to respond to the needs of young people in the locality by making available a commissioning budget, the arrangements for which will be agreed separately to this procurement strategy. This resource will be used differently by each locality network to agree on new services or interventions for young people, which local provider is best placed to deliver these, and how much of the budget to allocate. In this way, the intention is that local providers will reach into communities of young people who have not accessed the youth work offer in the borough previously and that there will be better connections between providers within the networks and between the networks and the HQ.

The council supports a range of youth work delivery both within and outside this specification which together will form the key founding membership of each of the locality networks:

- Lift
- Platform
- Rose Bowl
- Soapbox
- The Zone
- Andover (new provision)
- Mary's Youth Club
- Copenhagen Youth Project
- Highbury Roundhouse
- Whittington Park Community Association

Islington also supports a large range of other community provision working with young people through particular programmes and some small grants, including Islington Sports Academy, Islington & Finsbury Boxing Club, Access to Sports, Global Generation, Freightliners Farm, All Change Arts Inspire programme for young parents and pregnant young women, and Prospex. This provision will similarly be drawn into the locality spoke networks.

The intention is that in addition to the range of council-commissioned provision, the networks will draw in the work of other provision which is funded through a range of sources aside from the council, e.g. the GLA, trust funding, corporate and faith-based sources.

There is an existing offer of **detached and outreach youth work** that is delivered across the borough by the council's Targeted Youth Support Service (TYS), Copenhagen Youth Project, Prospex and XLP. The intention is to strengthen this offer through the new model via adding to capacity within YYS as this will create the most flexibility and cross-borough reach. All providers of detached youth work will be key partners within the locality spoke networks as they will provide key intelligence about the needs of young people who are not engaging with other provision and ensure their voices are heard within the planning activity of the spokes.

Whilst the intention is that Young Islington will retain a flexible approach and will prioritise young people's changing needs across the life of the contract, an indication of how the model could look within a locality is set out below:

- detached youth workers out in the locality every week,
- providers collaborate to support the widening of horizons of young people, eg tasters and roadshows, introductions to inspiring people of interest to young people or employment fairs organised in order that young people are supported to mobilise across the locality and the wider borough,
- sexual health, drug and alcohol, youth employment team, run regular clinics in the locality,
- new opportunities are secured through the locality's commissioning resource in line with the profile of young people in the locality and their interests and needs, for example an all-girl youth session or provision exclusively for Somali or Bangladeshi boys run by local providers who know the young people well, and
- existing provision is re-profiled as local providers respond to the needs of young people, for example a 3 evening a week sports programme flexes so that one session is all-female to encourage girls' participation

The council acknowledges that the new model will require significant stimulation and impetus to mobilise and that this will require time and additional resource. To address the latter, a new post will be established within the existing play and youth commissioning function (using existing staffing resource) that will focus on the management of the new model, including drawing in providers and stakeholders to the model, making connections, convening meetings and overseeing the locality commissioning resource.

COVID-19

During the COVID-19 pandemic, youth provision has been classified as an essential service. Throughout all 'tiers' and lockdowns, providers have been permitted to continue some in-person services targeted to high-needs vulnerable young people. Alongside this, providers have developed and offered a comprehensive virtual offer which has engaged new young people in addition to those who previously attended in-person services. The council intends to incorporate the requirement to deliver a range of virtual offers into the requirements for Young Islington.

3.2 Estimated value

The current expenditure on this service area is outlined in Table 1 below:

Service	Current budget	Source
Rose Bowl	£ 100,000	Friends of Rose Bowl (£50k) and HRA (£50k)
Lift	£ 161,000	Core council
Platform	£ 319,000	Core council
Summerversity	£ 150,000	Core council
Emotional Wellbeing Service	£ 140,000	CCG
Total Council / CCG Funding	£ 870,000	
Net Commercial Income after allowing for estimated costs of income generation	£ 600,000	External income
Total Expenditure (2019 - 20)	£ 1,470,000	

Table 1: Current funding and delivery of the Islington universal youth offer

The proposed value for the contracts for Young Islington is up to £1,130,000 per annum, as set out in Table 2. Additionally, £165,000 will be allocated to strengthening the targeted and detached youth work offer and £75,000 to providing a commissioning budget for the locality networks, the arrangements for which are outside the scope of this procurement strategy. The council also intends to invest a further £58k per annum into the co-ordination of the Young Islington universal youth offer through establishing a new council post. This resource has been secured through re-profiling a vacant post within in the Play and Youth commissioning team.

The proposed resources for the contractual elements of Young Islington within the scope of this strategy are set out below.

Elements of Young Islington		Budget	
Lot 1	Youth work leadership	£	150,000
Lot 2	Management and operation of Lift + Rose Bowl	£	300,000
	Summerversity	£	100,000
	Emotional Wellbeing Service	£	140,000
	Lot 2: Total	£	590,000
Lot 3	Management and operation of Platform	£	320,000
DITQ	Management and operation of the Andover youth site	£	70,000
	Total maximum annual budget	£	1,130,000

Table 2: Proposed resource for elements of Young Islington

The total value over the life of the contract under Lots 1, 2 and 3 is up to £7,420,000 based on an initial contract of 60 months with up to two extensions of up to 12 months each.

The total value over the life of the contract for the management and operation of the Andover youth site is up to £490,000 based on an initial contract of 60 months with up to two extensions of up to 12 months each.

The council intends that the specifications for these lots will draw in the expertise, innovation and capacity of a wide market of service providers, many of which will be able to bring resources, contacts and capacity of different types to the offer. To ensure that this is captured in its full diversity, the specifications will be broad and will invite tenderers to set out their youth offers, programmes and staffing plans as well as a business plan and budget to resource these. Tenderers' proposals will be robustly tested through the tendering process to assess their suitability, sustainability and deliverability, all in the post-Covid context. The council anticipates that the tender process will draw in varied proposals and that organisations will set out different routes to resourcing them, some of which may be through commercial trading using the value of the Lift and Platform buildings.

Leases of Lift, Rose Bowl and Platform will be granted to the successful providers for the life of the contract at a peppercorn rent. The contract to manage and operate the Andover

youth site will not include a lease arrangement and there is likely to be a requirement to pay a rental amount in relation to this space. Further details will be made available in the tender information. Lift and Platform are both very high-quality buildings with significant physical capacity, allowing for a range of activity to be delivered – including leveraging in additional revenue according to providers’ business models e.g. through commercial activity, grant funding, loans, social investment, trading or a combination of approaches. Over the last ten years, the council has worked with the market to develop flexible business models for the operation of Lift and Platform. In term time, commercial activity has generally been delivered during the day – generating significant additional revenue – but the model is flexible enough to allow daytime youth programmes when required, eg during school holidays. Any surplus revenue has been invested back into the offer for young people. The intention is to retain the ability for providers to deliver an appropriate commercial offer in order to raise additional resource for the youth offer, in the new model.

It is noted that COVID has impacted the business sector in which significant commercial income has been raised, principally at Lift, over the past eight years (the conferencing and meeting sector). To mitigate this, the specification will not stipulate the type of activity required to realise any additional resources required, rather it will draw in the expertise of tendering organisations to innovate and set out their own business models.

3.3 Options appraisal with regard to securing the functions of Young Islington as set out in this procurement strategy

Option		Benefits	Risks
A	Manage and deliver Young Islington in-house.	<ul style="list-style-type: none"> - Would allow maximum control for the council - In line with the council’s ambitions to maximise in-housing - Would maximise oversight and safeguarding 	<ul style="list-style-type: none"> - Previously rejected as an option by the Executive - Would be expensive - Would not maximise additional funding coming into the offer - Wouldn’t maximise the capacity of the VCS - May not drive innovation and responsiveness - Would not maximise the delivery of social value - May not be supported by Friends of the Rose Bowl
B	Secure all the functions of Young Islington through one contract rather than a number of separate arrangements	<ul style="list-style-type: none"> - Would create the most connected offer, eg facilitating joint planning and movement of young people - Would offer the best value for money - Would maximise social value 	<ul style="list-style-type: none"> - Would be likely to exclude smaller local providers - Would be likely to exclude specialist providers, eg for youth arts - Would be likely to impact on the diversity of the offer

		<ul style="list-style-type: none"> - Would smooth communication and publicity of the offer - Likely to be supported by FoRB 	<ul style="list-style-type: none"> - The impact of the locality networks may be reduced if the rest of the offer is less diverse - Risk of procurement failure as this would be a substantial undertaking
C	<p>Secure the functions of Young Islington through two separate lots, eg</p> <p>Lot 1: Youth work leadership + Lift and Rose Bowl</p> <p>Lot 2: Platform + Andover</p>	<ul style="list-style-type: none"> - Provides the opportunity for the council to engage and contract with more than one organisation - Maximises the market, providing the opportunity for smaller organisations to bid - Would mitigate some risk of procurement failure as the contracts would be smaller - A more diverse offer for young people - Likely to be supported by FoRB 	<ul style="list-style-type: none"> - Would not separate leading from delivery of youth work, thus potentially creating conflict amongst providers - Would not allow grass roots providers to bid as the contracts would still be relatively large - Would mitigate bids from specialist arts providers for Platform - The various elements require different skills, knowledge and experience and this approach would not maximise the chances to secure these
D	<p>Secure the functions of Young Islington through four separate lots, eg</p> <p>Lot 1: Youth work leadership</p> <p>Lot 2: Lift + Rose Bowl</p> <p>Lot 3: Platform</p> <p>Lot 4: Andover</p>	<ul style="list-style-type: none"> - Would maximise the engagement of smaller providers - Most likely to secure tenders from specialist providers - Would separate youth work leadership from youth work delivery which would maximise the potential for this new function to be established and to have impact - Would potentially provide the most effective support for the locality networks - Likely to be supported by FoRB and would provide greater financial security for the Rose Bowl - Most likely to drive the quality of youth work across the offer 	<ul style="list-style-type: none"> - The lot values may not stimulate the markets, especially for Lift + Rose Bowl and Platform in the post Covid context - The various functions may become separated and not work together effectively - May take longer to establish and mobilise a coherent borough-wide offer

E	<p>Secure the functions of Young Islington through three separate lots, eg Lot 1: Youth work leadership Lot 2: Lift + Rose Bowl Lot 3: Platform</p> <p>Secure youth work at the Andover site through a separate contract (DITQ)</p>	<ul style="list-style-type: none"> - Would allow a quicker, less complex procurement process to be run for the Andover site which is proportionate to the contract value - Would facilitate quotes for the Andover site from smaller, grassroots organisations that know the young people well - Would maximise the potential to reach young people who have not previously participated in the youth offer - Would facilitate local support and buy-in for the new offer cross-borough 	<ul style="list-style-type: none"> - Smaller, local providers may not have the experience or capacity to deliver the council's requirements - Local young people's access to a range of opportunities may be restricted - The offer may be less well connected to wider support for young people, eg targeted early help
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3.4 Proposed procurement timetable is:

Activity	Date
Publication of opportunities to the market	June – July 2021
Approximate date of contract awards	October 2021
Contracts and mobilisation begins	1 November 2021
Mobilisation	1 November 2021 – 31 January 2022
New Young Islington offer commences	1 February 2022

A minimum of five local providers will be invited to quote for the contract to manage and operate the Andover youth site in line with the council's procurement rules.

As Young Islington represents a significant change from the current offer, the council recognises that consideration must be made of an appropriate mobilisation period during which new provider/s are in contract. To ensure this, the council intends to commence contracts with any new providers from 1 November 2021 with an expectation that the new offer will commence delivery from 1 February 2022. Should the current provider be appointed to any of the new contracts, this additional mobilisation period may not be required.

3.5 Key Considerations

The Young Islington contract is proposed to be procured in the following lots:

Lot Number	Description	Lot value £ per annum	Procurement route	Contract length
Lot 1	Youth work leadership	£150,000	Open procedure tender	5+1+1
Lot 2	The management and operation of Lift and Rose Bowl youth spaces + Summerversity + EWB service	£590,000	Open procedure tender	5+1+1
Lot 3	The management and operation of Platform youth space	£320,000	Open procedure tender	5+1+1

Youth work at the Andover site is proposed to be procured as set out below:

Contract	The management and operation of the Andover site	£70,000	Direct Invitation to Quote (DITQ)	5+1+1
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The council intends to accept tenders for the above opportunities from any provider which wishes to respond, ie any one provider may tender for as many or as few of the opportunities as it wishes. The council also reserves the right to award tenders to as many or as few providers as it sees fit, following the tender/quote assessment process. Young people will be key in this process and further information will be made available at the point of tender.

Social value

The providers appointed will be required to have young people's wellbeing and development at the heart of their operations. The award criteria set out below identifies requirements which will test tenderers' approaches to ensuring that young people co-produce the youth work programmes available, take leadership roles within Young Islington and are meaningfully involved in the leadership functions required by the service specification.

Providers will be required to deliver a minimum of one (1) apprenticeship place for a local young person (aged up to 25 at the point of commencement) for every £1m of council expenditure on the total lot/contract value. However, the intention is for the specification to be more ambitious, building on young people playing a key role, for example, through part-time employment. Specific requirements for the numbers of apprenticeships and other work-related opportunities will be set out in the relevant service specifications.

Providers will be required to deliver a range of employment-related opportunities for young people, e.g. part time jobs, opportunities through the 100 hours' (work) experience programme, as well as cultural opportunities through the '11 by 11' initiative in line with the lot /contract value.

The providers of Lift & Rose Bowl and Platform may opt to set out proposals which will require additional income to be raised as set out in paragraph 3.2. In such cases, the council will require that the full surplus generated is re-applied to the services delivered within the

specifications for this contract. To assure the council that surplus is not directed to any other parts of the organisation's delivery or staffing, the provider/s must have appropriate financial management and reporting arrangements in place.

London Living Wage has been considered in a separate report and it will be a requirement that all paid members of staff including young employees, and where reasonable apprentices and trainees, will be paid the London Living Wage where permitted by law across the contract.

There may be TUPE, pensions and staffing implications to be considered as part of some of the lots in this contract. These will be published with the procurement documents to ensure that the market can respond adequately to what is required.

3.6 Evaluation

The procurements will be conducted in accordance with the Public Contracts Regulations 2015. The procurement is subject to the light-touch regime under Section 7 Social and Other Specific Services. Under Regulation 76 the council is free to establish procedures, provided those procedures are sufficient to ensure compliance with the principles of transparency and equal treatment of economic operators (service providers). It is anticipated the approaches will be based upon the Open Procedure as the tenders are 'open' to all organisations who express their interest in the tenders. The Open Procedure includes minimum requirements which the organisation/s must achieve before their evaluation Award Criteria is considered. The procedures will be designed, potentially using negotiation as appropriate. This means that any interested economic operator (service provider) may submit a tender in response to the advertisement.

The council will reserve the right to award lots/contract on the basis of initial tenders without negotiation where this offers value for money. The council reserves the right to not award lots/contract if the received tenders do not offer value for money.

The proposal for Lots 1, 2 and 3 is to split the evaluation criteria 30% cost and 70% quality

Cost 30%

1. Financial forecast in line with the length of the service contract including consideration of the COVID and post-COVID context	15%
2. Business model plan including income generation / fundraising details including consideration of the COVID and post-COVID context	15%

Quality 70%

3. Proposed approach to delivering social value, e.g., employment opportunities for young people, including apprenticeships; engagement with the council's commitment to 100 hours of experience of the world of work for all Islington young people; leadership opportunities within the organisation and how young people will lead the development of youth work programmes and other elements of Young Islington	20%
4. Proposed approach to delivery of outcomes for young people in the COVID and post COVID context, including: delivery and evidence of outcomes and outputs as described in the service specification; approach to delivering a co-produced youth work programme; tools and methodologies for measuring the outputs and outcomes achieved; effective delivery of earliest help through high quality youth work relationships	10%
5. Proposed approach to working as part of Young Islington including: working together to develop an engaging borough wide offer of provision for all Islington young people, as well young people who are vulnerable; multiagency working with the locality networks as well as professionals in targeted and specialist services; collaborating with local, regional and national partners to engage in strategic developments for young people	10%
6. Proposed approach to contract mobilisation including: COVID related considerations, marketing, promotion and communication, TUPE, staff recruitment and training; community engagement; working with the council, including commissioners and other key professionals; business continuity planning and consistency in service delivery for young people	10%
7. Proposed approach to safeguarding, early intervention and earliest help in the COVID and post-COVID context, including: policies and procedures; staff training and development; holistic approaches to working with young people in need of additional support; safeguarding issues specifically focussed on supporting young volunteers and employees	10%
8. Proposed approach to facilities management including COVID security	10%

The proposal for the contract for the management and operation of the Andover site is to split the evaluation criteria 10% Cost and 90% Quality based on the smaller contract value and no requirement to raise significant additional income.

Cost 10%

1. Budget forecast to include proposed delivery hours, staffing and programming costs	10%
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Quality 90%

1. Proposed approach to delivering social value in particular for the young people living in the North locality and those who are vulnerable, including how their horizons will be widened, how they will be connected with social, educational, career and personal development opportunities, how they will be connected to key council programmes such as 100 hours experience of the world of work and apprenticeship opportunities	30%
2. Proposed approach to delivering outcomes for young people through their participation in a locally-focused, estate based youth offer that is a key connected part of the borough-wide offer, including co-producing the offer with young people, the types of opportunities likely to be available, how young people's needs will be identified and supported, how high quality youth work relationships will be ensured, how the offer will engage young people not previously reached by the youth offer	40%
3. Proposed approach to contract mobilisation including: COVID related considerations, marketing, promotion and communication, staff recruitment and training; engagement with the North locality network; working with the council, including commissioners and other key professionals; launching the new service in the refurbished space	10%
4. Proposed approach to safeguarding, early intervention and earliest help in the COVID and post-COVID context, including: policies and procedures; staff training and development; holistic approaches to working with young people in need of additional support; safeguarding issues specifically focussed on supporting young volunteers and employees	10%

3.7 Business Risks

In relation to Lots 1, 2 and 3, the market for the delivery of quality youth work has declined over the past decade due to national structural changes in the funding base for universal youth work with young people. These changes are mainly connected with pressures in council budgets across London and beyond, resulting in decisions being taken to focus resources on targeted early help approaches, at the expense of universal youth work which has reduced the size of the regional and national market. This situation is likely to have been further exacerbated by the COVID-19 crisis. In relation to the contract to manage and operate the Andover youth site, there is likely to be sufficient interest to generate a number of bids from providers which have a good understanding and experience of young people in the North locality.

The significant discovery and design work set out earlier in this report engaged with a range of different providers which have been further engaged in the subsequent process of designing the new youth offer. Further engagement and market warming activity is set out below:

- Webinar and Q&A on 21 January – over 70 stakeholders, many of which were involved in the discovery phase events attended to hear early outputs from service design work
- One to one market warming conversations with Catch 22, Youth First (Public sector mutual that spun out from the Lewisham Youth Service), the Prince's Trust, City YMCA, Barnados, Isledon Arts, WAC Arts, Camden Roundhouse, Culture Mile, City of London Corporation
- Ongoing conversations and intelligence gathering with Partnership for Young London, National Youth Agency, John Lyons Charity /Young People's Foundations lead organisation, London Youth, Young Camden Foundation, Tower Hamlets Commissioning Service, Youth Service Strategic Development Lead, Hackney Council, Head of Service for Youth, Early Help and Prevention
- Further provider webinar to be held 22 April
- Lots will be advertised on the London Tenders Portal, Contracts Finder and Find a Tender service (FTS)

In the context of the demanding package of requirements that will be set out in the specifications, the council will welcome partnership tenders across all the lots and will support providers to connect in order to create partnerships.

Whilst the requirements will be demanding, there are a range of positive factors which are likely to stimulate the market. These are:

- Peppercorn rents for the leases on Lift and Rose Bowl and Platform
- Very large buildings at Lift, large building at Platform with a national profile, favourable locations and high quality, well-maintained and repaired over time
- Excellent facilities which are engaging for young people e.g. at Lift, high specification gym, commercial kitchen, dance studio, roof terrace. At Platform, a fully equipped theatre, dance studio, recording studio and café.
- Well-known and well-regarded youth offers, attracting significant numbers of children and young people
- Strong virtual offer delivered during the COVID-19 lockdown period which has kept young people engaged and connected
- Strong community engagement and support, particularly at Rose Bowl
- A commercial offer which is established
- Opportunity to be the centre of youth work excellence nationally

The market warming conversations to date suggest that there are a number of providers which have an interest in one or more of the lots in this contract and that a sufficient number of tenders will be generated.

The overall business risk related to procuring the lots in the new contract is assessed as medium.

COVID-19

The council is aware that the COVID and post-COVID context will be a critical influence on the procuring of the lots/contract, both in relation to securing the required youth work expertise (as the youth sector has been significantly impacted by the pandemic) and the requirement for a robust business plan that will raise significant additional income in Lots 2 and 3 specifically. In 2019-20, around £600k of additional income was raised across the existing two contracts (Lift and Platform; Rose Bowl). The vast majority of this was raised at Lift through a conferencing and meeting offer which also provided significant opportunities for young people, including first jobs, apprenticeships and work experience. This model delivered significant income, social value and flexibility as it did not adversely impact on youth provision delivery. Since the start of COVID related restrictions, this income has been very significantly affected. Tenderers will be required to set out their plans for raising income across the life of the contract and will be asked to identify their assessment of the COVID impact and how they expect income to grow over time. Expertise from the council’s finance function will be drawn on in assessing the tenders received.

The council will need to consider business risks connected to business rate relief.

3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the service	<p>The proposed new Young Islington delivery model – more outward focused, with enhanced detached delivery and working much more closely with community groups to improve reach with young people who have not traditionally engaged with youth service.</p> <p>The new Young Islington model will include a youth work leadership function and the operation and management of Lift, Rose Bowl, Platform and a new Andover youth space from February 2022.</p> <p>See paragraphs 3.1 to 3.3</p>

<p>2 Estimated value</p>	<p>The estimated value of the Young Islington contract (lots 1, 2 and 3) per year is up to £1,060,000</p> <p>The estimated value of the Andover site contract per year is up to £70,000.</p> <p>The agreements are proposed to run for an initial period of 60 months with two extension periods of up to 12 months each.</p> <p>The total estimated value across the life of the contract if all extensions are utilised is up to £7,420,000 for Young Islington and £490,000 for the Andover site.</p> <p>See paragraph 3.2</p>
<p>3 Timetable for the Lift, Platform and Rose Bowl procurement:</p>	<ul style="list-style-type: none"> • Adverts: June-July 2021 • Evaluation: Aug-Sept 2021 • Contract award: October 2021 <p>Start date: 1 November 2021</p> <p>See paragraph 3.4</p>
<p>4 Options appraisal for tender procedure including consideration of collaboration opportunities</p>	<p>The recommended procurement option is option E as this creates the best option for establishing the new Young Islington model for universal youth work, would engage smaller local providers as well as specific expertise, maximise additional income to support the offer, safeguard services at the Rose Bowl and be supported by Friends of the Rose Bowl</p> <p>See paragraph 3.5</p>
<p>5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications</p>	<p>Due consideration has been given to these key areas and the proposed strategy is compliant and delivers significant additional social value for young people</p> <p>See paragraph 3.5</p>

6 Award criteria	<p>The award criteria breakdown for Lots 1, 2 and 3 is 30% cost / 70% quality.</p> <p>The award criteria breakdown for the Andover site contract is 10% cost / 90% quality.</p> <p>The award criteria cost/quality breakdown is more particularly described within the report.</p> <p>See paragraph 3.6</p>
7 Any business risks associated with entering the contract	<p>Business risk of the proposed procurement is considered to be medium. The quality of the buildings, the established nature of the services and peppercorn rents will stimulate the market.</p> <p>See paragraph 3.7</p>
8 Any other relevant financial, legal or other considerations.	See paragraphs 4.1 – 4.2

4 Implications

4.1 Financial implications:

The proposed combined contract value (all lots and the DITQ) is £1,130k per annum, an increase of £260k compared to the current contract values for these services. The proposed additional elements of the youth offer (not subject to procurement) do not currently have a budget, therefore would add a further £240k of cost per annum. There is not currently a budget to meet this shortfall in the Council (£500k total), therefore the proposals will require budget growth that will lead to the need for equivalent savings to be made elsewhere in the Council.

In addition, there are contract risks (particularly in relation to any commercial income that a successful provider may profile into their business plan and budget,) as well as further one-off costs due to contract mobilisation in 2021/22 of £185k. These are considered in more detail in these financial implications a long with a profile of the cost pressure over financial years, as the new contract will take effect from 1 November 2021.

The additional investment of £58k per annum into the co-ordination of the Young Islington universal youth offer through establishing a new council post can be managed within existing resources.

The proposed contact value, versus the existing budgets are shown in the table below.

Elements of Young Islington		Proposed contract value £k	Current budget £k	Increased cost £k
Lot 1	Youth work leadership	150	0	150
Lot 2	Management and operation of Lift + Rose Bowl	300	261	39
	Summerversity	150	150	0
	Emotional Wellbeing Service	140	140	0
	Lot 2: Total	590	551	39
Lot 3	Management and operation of Platform	320	319	1
DITQ	Management and operation of the Andover youth site	70	0	70
	Total contract value	1,130	870	260
Other		Proposed budget (£)	Current budget (k)	Increased cost (£)
	Detached offer	165	0	165
	Networks	75	0	75
	Total other	240	0	240
	Total offer	1,370	870	500

Funding for the Emotional Wellbeing Service (£140k) comes from the CCG. This is agreed by the CCG on an annual basis and is expected to continue. £50k of funding for Rose Bowl is provided by the Friends of Rose Bowl and has been a reliable source of funding in recent years and is expected to continue. A further £50k of funding for the Rose Bowl is an annual contribution from the HRA that is secured on an ongoing basis.

The proposed contract value for youth work leadership is based on similar levels of investment in other London boroughs.

The proposed contract value for the Andover youth site is £70k per annum and is notionally split as £25k for utilisation of the community centre and £45k for youth work. Once the costs of using the building are firmed-up a specification will be developed that fits within the overall funding envelope. An assessment of the capital investment required is currently being developed in the Community Wealth Building directorate and will be funded through the Council's capital programme. The budget and funding will need to be agreed prior to procurement.

In previous years the contract price has been fixed, meaning the contractor has absorbed the costs of inflation each year. This is considered to be risky in the current environment, therefore this will be managed through the annual budget setting process where a bid will

be made each year against the Council's provision for contract inflation. As a guide, inflation at 2% would add additional costs of £28k each year.

Commercial income risk

Tenders will be required to demonstrate how they will generate additional resource to support the youth offer. This has been in the form of additional revenue and has been significant in recent years with gross commercial income in the region of £900k generated under the existing contract across Lift, Platform and Rose Bowl prior to covid-19 (net income estimated at £600k per annum after allowing for costs based on information from the current provider). Tenderers will be required to submit business plans that demonstrate their ability to bring in additional resources as part of the procurement process. These will be assessed for suitability, sustainability and deliverability, including how any Covid-19 related risks will be mitigated. If the required level of commercial income cannot be generated in practice, the council may ultimately have to reduce youth service provision or find additional budget savings through the annual budget setting process.

The level of risk is difficult to ascertain, but based on the current income generation arrangements for Lift, Platform and Rose Bowl it is as follows:

- Pre-covid-19 commercial income was generated to underpin and supplement the youth offer across these settings in the region of £900k per annum. This has reduced significantly during 2020/21 to an estimated £255k (£645k reduction) due to Covid-19.
- It should be noted that the Council has underwritten income loss for the current provider to the value of £285k for the period 1 April 2021 to 31 October 2021 after considering reduced costs. If this is extrapolated for the full 2021/22 financial year it would indicate a net income risk of up to £500k per year. If a further 50% recovery were assumed in 2022/23, the net income risk would reduce to £250k but this is not guaranteed. Reduced ability to generate commercial income may impact the level of service provision or require additional financial support from the Council. It is important that bidders are required to set out how they will manage any commercial income risk. This will be assessed as part of the tender evaluation process.
- The revised youth offer under this strategy will be less reliant on the use of buildings for delivery of services for young people. This should increase the scope for tenderers to generate commercial income from these spaces.

Remainder of the youth offer

The specification for the detached youth offer will need to be costed as options are developed to ensure that costs are contained within the proposed budget of £165k. The proposed £75k budget for networks is intended to allow the provision of funding to local providers across the borough to help meet the needs of young people. A budget does not currently exist for these service offers; therefore, funding will need to be identified through the Council's annual budget savings process.

Contract mobilisation

The Council is looking to extend the current contract with Isledon for the three-month contract mobilisation period. This will cost up to £185k for the three-month period. It is likely that we will need underwrite income loss due to covid-19 during this period. This has been taken into account in the commercial income risk above but is the equivalent to £122k for this three-month period.

Cost profile

The proposed contracts are due to begin on 1 November 2021, with a three-month mobilisation phase. The cost profiled over financial years is shown below (excluding contract inflation), including the detached offer and networks. This shows a cost pressure of £393k in 2021/22, with additional covid-19 related commercial income risks of £500k (of which the Council has already agreed to mitigate £285k). The budget shortfall from 2022/23 onwards is £500k with additional commercial income risks of £500k, although this figure is difficult to predict.

	2021/22	2022/23 onwards
	£k	£k
Budget	870	870
Existing provision of services from 1 April to 31 October	508	
Proposed contract value (lots 1 to 3 and DITQ)	473	1,130
Cost of 3 months dual running (extension of Isledon contract)	185	0
Detached offer (assumed from 1 November 2021)	69	165
Networks (assumed from 1 November 2021)	31	75
Total cost	1,263	1,370
Net shortfall	393	500
Agreed mitigation of commercial income risk (1 April to 31 October 2021)	285	
Estimated additional commercial income risk	215	500
Total potential shortfall / cost risk	893	1,000

It is recommended:

- a) To increase the universal youth service budget by £500k from 2021/22 (ongoing) to meet increased ongoing costs of the revised youth offer. This increased budget reflects the increase in youth service provision in respect of enhanced detached youth work, the new Andover youth site and commissioning resource for the new locality networks.

- b) To note that this increased budget will be managed through the annual budget setting process and the increase will need to be found from savings in other services.
- c) To note that the budget proposals rely on assumed commercial income to be generated by the chosen contractor depending on the content of its tender and business plan. Given the uncertainty caused by Covid-19 it is unclear whether the required income can be generated in practice to support the youth offer. This has the potential to increase cost for the Council or the Council may ultimately have to reduce youth service provision in line with the funding envelope.
- d) To note that due to Covid-19 further market assessments will be undertaken prior to procurement. These will cover soft market testing and a professional assessment of income generation potential across Lift, Platform and Rose Bowl. If these assessments suggests that there is likely to be a significant shortfall in income to support service provision, a further report will be brought back to Members to consider the overall cost implications.
- e) To note that a short term budget provision of £285k has already been agreed to mitigate commercial income loss for the existing provider during the period 1 April to 31 October 2021. The cost of any further mitigation during 2021/22 would need to be found from additional Covid19 government grant should it be available.

4.2 Legal Implications:

4.2.1 Youth work procurement

The Council has power to provide the offer of youth services under the General Power of Competence set out in section 1 of the Localism Act 2011. The services described in this report are not subject to any other statutory provision. The Council has power to enter into a contract with a provider of such services under section 1 of the Local Government (Contracts) Act 1997.

The Young Islington services being procured are subject to the light touch regime set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations). The threshold for application of the light touch regime is currently £615,278.00. The value of the proposed contract is above this threshold. It will therefore need to be advertised in the Contracts Finder (via the UK e-notification service). There are no prescribed procurement processes under the light touch regime. Therefore, the council may use its discretion as to how it conducts the procurement process provided that it discharges its duty to comply with the principles of procurement namely equal treatment, non-discrimination and fair competition (regulation 18), conducts the procurement in conformance with the information that it provides in the advertisement and ensures that the time limits that it imposes on service providers, such as for responding to adverts is reasonable and proportionate. Following the procurement, a contract award notice is required to be published in the Contracts finder. The council's Procurement Rules require light touch contracts over the value of £500,000.00 to be subject to competitive tender.

In compliance with the requirements of the light touch regime in the Regulations and the council's Procurement Rules the proposal outlined in the report for the Young Islington contracts (Lots1,2 and 3) is to advertise a call for competition and procure the services using the competitive open procedure.

The Executive may delegate authority to the Corporate Director of People to award the Contracts (Paragraph 8.9 Part 3 Constitution).

The Council may grant leases of Lift and Rose Bowl to the successful tenderer (section 123(1) of the Local Government Act 1972) for the duration of the contract. However, any decision to grant the leases at a peppercorn rent so must be taken: (1) reasonably (2) in the light of the market rent and the amount of the proposed undervalue and (3) with due regard to the Council's fiduciary duty. The viability of the contract depends upon the successful tenderer being able to generate significant commercial income from use of those premises. The report indicates that this will not be achievable if market rents were to be charged.

The leases of Lift and Platform will be ancillary to the service contract. Therefore they will be contracted out of the statutory business security of tenure provisions comprised in Part II of the Landlord and Tenant Act 1954.

Under the Council's Constitution, the grant of a lease for more than 6 months at less than market rent, is a matter reserved for the decision of the Executive. However, the Executive may delegate authority to the Director of Corporate Resources to grant leases of Lift and Platform at less than market rent to the successful tenderer.

4.3 Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

The main environmental impact of the youth offer is the use of energy, water and waste generation on the sites. However, the specification will require that this impact is kept to a minimum, with ecological efficiencies identified wherever possible. Organisations running youth centres have a vested interest in ecologically sound practice, with council commissioners ensuring this is adhered to through robust contract monitoring and quality assurance processes in place over the life of the contract.

4.4 Equalities Impact Assessment:

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

The new Young Islington delivery model has been designed in partnership with young people and community organisations specifically to address inequalities by extending reach with those young people who have traditionally not accessed youth services and who may benefit most from high quality delivery. The services to be procured are likely to have positive impacts on residents of all ages as young people are supported through high quality youth work relationships to make the most of their teenage years and contribute positively to their communities. The service specification will require all providers to work together alongside and within the locality networks to engage closely with a wide range of community

groups and providers representative of all communities in the borough. There will further be a requirements for providers to have robust policies and procedures in place to ensure that the services provided eliminate discrimination, harassment and victimisation and advance equality of opportunity.

5. Reason for recommendations

5.1 The option to secure the functions of Young Islington as set out in **Option E** of this paper is recommended as this creates the best option for establishing the new Young Islington model for universal youth work, would engage smaller local providers as well as specific expertise, maximise additional income to support the offer, safeguard services at the Rose Bowl and be supported by Friends of the Rose Bowl.

Background papers: none

Appendices: Resident Impact Assessment

Final report clearance:

Signed by:



14 April 2021

Executive Member for Children, Young People
and Families

Date

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Resident Impact Assessment

Young Islington – New universal youth offer, procurement strategy

1. What are the intended outcomes of this policy, function etc?

Islington currently secures parts of its universal offer of youth work for young people aged 13 upwards through services which are delivered from Lift (45 White Lion Street), Platform (2 Tiltman Place) and Rose Bowl (St Paul's Park, delivers to children aged 8 upwards). There are currently two contracts in place; one for Lift and Platform and one for Rose Bowl. Both contracts are due to expire on the 31st October 2021.

During 2020 the council undertook a process of engagement with young people, members, children's services professionals, local youth providing VCS organisations and other stakeholders in order to identify, agree and test different approaches and models for youth work delivery. The extensive discovery work, conversations, focus groups and larger consultation events carry out in partnership with two independent expert organisations, identified that stakeholders wanted to see a new offer that included:

- a youth work offer that is rooted in local, grassroots community delivery,
- a strengthened offer of detached and outreach youth work, and
- a connected offer that is effectively led, delivering quality youth work across the borough.

This new universal offer of youth work will be embedded within the wider 'Young Islington' work strand which will sit within Fairer Together, which is a developing partnership approach to delivering effective and responsive early help to all residents. The model will be community-focused, building sustainable networks across the borough, with a shared coherent vision linking into and building capacity amongst community youth providers and groups. The delivery model that is proposed will be made up of:

- a function which will provide support and stimulus for high quality youth work delivery across the model, for example, mentoring, buddying or training for youth workers, linking into regional and national support (eg NYA) and submitting joint bids for cross borough youth work programmes,
- delivery partners to operate and manage Lift and Rose Bowl, Platform and the new Andover site,

- three networks of local stakeholders and providers organised in North, Central and South Fairer Together localities,
- an enhanced offer of detached and outreach youth work and
- a co-ordination / operational management function which will be delivered in-house by the council through a new post.

The council wishes to openly procure a contract for the youth work leadership of Young Islington, which will include the operation, delivery and facilities management of Lift, Rose Bowl, Platform youth spaces from November 2021 and a new youth space at the Andover community centre. This will ensure that there is no break in the delivery of a universal offer for young people in Islington.

The intention is that the youth work leadership function will support the quality of the youth work delivered borough-wide, be the 'voice' of the sector and of young people as well as a focal point for the work of Young Islington to grow and develop in line with the Young Islington objectives.

Lift, Rose Bowl, Platform and Andover youth spaces will provide;

- high quality, innovative programmes of youth work activities, spaces, and multi-agency support services for young people's development,
- significant additional social value, e.g. to support young people's employment,
- a requirement for youth spaces to be opened up for community organisations to deliver youth work as part of a co-ordinated borough-wide programme, agreed and curated with the three locality networks,
- 'outward facing' provision which assertively seeks to engage young people who have not previously been reached by the universal youth work offer, through working with the locality networks and other community and grassroots groups, and
- connected programmes that support young people's mobilisation and access to the wider offer, cross borough and beyond.

In addition and aligned to the scale and cross borough reach intended for Lift within the new model, the specification for Lift will include the delivery of:

- Summerservity and Launchpad summer programmes which should be delivered from a range of venues and by a range of providers across the borough, and
- the Emotional Wellbeing Service; this is part of the Social, Emotional and Mental Health (SEMH) pathway, specified and funded by the CCG

2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants? Please complete data for your service users. If your data does not fit into the categories in this table, please copy and paste your own table in the space below. Please refer to **section 3.3** of the guidance for more information.

		Borough profile	Service User profile
		Total: 206,285	Total: 48,514 [8 – 24 yrs – GLA data]
Gender	Female	51%	49%
	Male	49%	51%
Age	Under 8	32,825	n/a

	8-15		20,692
	16-24	29,418	27,822
	25-44	87,177	n/a
	45-64	38,669	n/a
	65+	18,036	n/a
Disability	Disabled	16%	Not known
	Non-disabled	84%	Not known
Sexual orientatio	LGBT	No data	Not Known
	Heterosexual/straight	No data	Not Known
Race	BME	52%	50.7%
	White	48%	49.3%
Religion or belief	Christian	40%	Not known
	Muslim	10%	Not known
	Other	4.5%	Not known
	No religion	30%	Not known
	Religion not stated	17%	Not known

3. Equality impacts

With reference to the [guidance](#), please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

The intended service is likely to have positive impacts on residents of all ages as young people are supported through high quality youth work relationships to make the most of their teenage years and contribute positively to their communities. The service specification will require providers to have robust policies and procedures in place to ensure that the services provided eliminate discrimination, harassment and victimisation and to advance equality of opportunity. The model of Young Islington has been developed to further reach more vulnerable young people who may have not engaged or benefited from youth work relationships before. The new offer will;

- Reach and engage further into Somali, Turkish and Bangladeshi communities,
- Engage young people who have previously not used universal youth services,
- More directly addresses inequalities issues, e.g. accessibility for young people with disabilities, and from LGBTQ communities,
- Attract those that are vulnerable to poorer outcomes,
- Attract those who are living in more deprived wards or households, and
- Better utilises spaces available to engage young people.

Failure to mobilise the new offer with delivery of youth services from Lift, Rose Bowl, Platform and Andover spaces would result in a negative impact on young people who already access the venues and services, many of whom have vulnerabilities. Islington has the highest child poverty rate in London, which makes it more important that high quality universal services are in existence to support children, young people and their families. A report written by Unison (2016), regarding

general cuts to the youth service sector over the last few years, highlights the impact that cuts to youth services and youth clubs have on young people including; young people indicating feelings of being less empowered, negative impacts on education and employment prospects, increased mental health issues, rise in alcohol and substance abuse and reported increases in crime and anti-social behaviour.

[<http://www.unison.org.uk/content/uploads/2016/08/23996.pdf>]. Monitoring data and information on the current offer confirms that young people with protected characteristics including age, gender, ethnicity, disabilities and sexual orientation use the current universal offer and would be negatively impacted if there was a gap in services at Lift and Rose Bowl and the vision of Young Islington is not secured.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to **section 4.8** of the [guidance](#) for more information.

n/a

If potential safeguarding and human rights risks are identified then **please contact equalities@islington.gov.uk to discuss further:**

5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

Action	Responsible person or team	Deadline
Ongoing monitoring will take place of the new youth work delivery through refreshed processes managed by the play & youth commissioning team	Holly Toft	Ongoing from 1 November 2021

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