

East End
Youth Initiative

Evaluation Report January 2008



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The Members of the Implementation Group

Youth Providers:

Urban Fox

Parkhead Youth Project

RAPA

Caledonian Centre

Dennistoun Youth Project

Culture and Sport: Youth Services

Housing Organisations Represented By

Shettleston HA

Keystone LHO

Reidvale HA

Tenant Controlled Homes

Thenew HA

Milnbank HA LHO

And special thanks are extended to the young people of who took part in the focus group sessions. These groups are run by Urban Fox and Parkhead Youth Project.

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Introduction

According to the Scottish index of Multiple Deprivation, all of the wards within the Glasgow's East End are within the lowest ranked 30 of the most deprived areas in Scotland¹. The impact of this permeates throughout the community and effects young and old alike. Facts and figures such as 50% of young people in Bridgeton and Dennistoun are living in workless households (Glasgow Study for Population Health 2006) are stark indicators of the numbers of young people living in relative poverty. Other statistics, such as high levels of drug and alcohol misuse highlight some of the specific issues facing young people in the East End. There is a long history of regeneration initiatives to address the extensive deprivation. Over the next few years the area faces a unique opportunity as it will take centre stage in the 2014 Commonwealth Games.

Background

Currently the EEHARF plays a significant role in driving forward an agenda for change. For young people this action is demonstrated by their support for a Youth Initiative aimed at giving young people greater access to youth provision in the East End.

East End Housing Associations Regeneration Forum (EEHA) was established as a semi-formal relationship between five housing associations in the East End of Glasgow. They are: -

- Milnbank Housing Association
- Parkhead Housing Association
- Shettleston Housing Association
- Thenew Housing Association
- Tollcross Housing Association

In 2005 a review of services to young people in the East End was conducted by 'IBP Strategy and Research' following which a Stakeholder Group met and considered the findings. As a result of this initial meeting an Implementation

¹ www.scotland.gov.uk/stats/simd2004/.

Team was set up to take forward the research proposals and implement programmes of activity to address the issues raised. In the summer of 2005 an action plan was approved and implemented from September 2005 onwards.

In parallel to this, the East End Housing Association's Regeneration Forum was established and identified youth issues as a key priority. It was agreed that the forum co-ordinator would become a member of a Youth Implementation Team that was established to work with the local Social Inclusion Partnership's staff and the East End Youth Network (EEYN). This was intended to improve the effectiveness of current services and develop new services, and to address concerns expressed by local housing associations, organisations and neighbourhoods.

Since November 2006 there has been the development of a coordinated weekend activities programme and an enhanced street work service (EEHARF Youth Initiative) for young people across various areas in the East End. The aim of the initiative is to develop services in tandem with existing services and complement what is already established for young people. The locations chosen for these services were predetermined by a number of housing organisations due to local knowledge of existing gaps in services for young people in these areas.

The EEHARF Youth Initiative

The Youth Initiative is an innovative project that enables young people from the most disadvantaged communities in the East End to take part in a greater number of quality and wide ranging services from a variety of organisations. The overall aim of the project is:

“To develop a more co-ordinated approach to the development and delivery of services to Young People”

It is intended that:

- ***The project will bring together key organisations and partners;***
- ***To enhance the profile of young people in the East End areas; and***
- ***To enable them to feel valued as members of their communities.***

(Proposal Paper)

In doing so, it is hoped that a more equal spread of quality services for young people will be developed across the East End. The project brings together key organisations and partners with a range of knowledge and expertise in the delivery of services to young people by ensuring consistency and more effective partnership working. Therefore a strong partnership approach is fundamental to the success of the project. Good working relationships and co-operation has already been established via the Youth Implementation Group and the EEYN.

The project is built on specific elements that underpin what it was trying to achieve. These are as follows:

- a) To build on the existing and excellent work undertaken by youth projects across the East End
- b) To ensure the quality and range of services available in some areas are made available across the whole East End.
- c) To strengthen the networking and co-ordinating capacity of the East End Youth Network through support for its activities.

- d) To improve the group's reach and level of participation achieved by young people in the project
- e) To support existing projects to extend their activities to cover communities not adequately served
- f) To develop more effective programmes of street work, drop-in services, group work and activities that promote empowerment and self determination
- g) To offer a range of training opportunities for Sessional Workers and Volunteers
- h) To improve the quality of information and marketing materials to promote services to young people
- i) To encourage all organisations working with young people to work more effectively in partnership.

Inputs and Costs

The main source of funding has come directly from the local Community Planning Partnership, Glasgow Housing Association (GHA) and Communities Scotland. The total cost of the project was estimated to be £262,000 over two years. £120,000 was funded by Wider Roles Fund managed by Communities Scotland to “**encourage housing associations to develop projects to help make life better for people in their communities**”. A further £50,000 was secured from Glasgow Housing Association. £76,000 was obtained from the Community Regeneration Fund and a further £70,000 was sourced through Glasgow's Community Planning Partnerships for community engagement. This means that the overall target amount of £262,000 was achieved to enable the partners to work towards their identified priorities within the two year period allocated.

Project Management and Co-ordination

In recognition of the ambitious nature of the EEHARF Youth Initiative a cross service Implementation Group was established to take on overall responsibility

for managing and co-ordinating the project. At the start of the initiative representatives from the following organisations were part of this group:

- East End Housing Associations Regeneration Forum
- Glasgow City Council Youth Services
- East End Youth Network
- Chair or Nominee of Young East End Speaking
- John Wheatley College
- Community Planning Partnership
- Strathclyde Police

The funds are managed by the EEHARF Co – ordinator who retains the overall budgetary control with Parkhead Housing Association providing financial administration and support to the initiative. A member of staff is seconded from John Wheatley College to oversee the strategic development of the service delivery; this primary responsibility underpins the partnership approach adopted by the initiative.

It is worth noting at this stage that the youth providers involved in the service delivery acknowledge the positive support they receive from the Implementation group. They recognise and appreciate the fact that the roles and responsibilities taken on by individual members of the Implementation Group to support the project are over and above those of their substantive posts and appreciate the commitment to making this project a reality.

Planned Activities

The Initiative identified three specific areas of development in relation to youth provision:

Street work:

This particular youth work approach was identified as an important way to engage young people who do not normally access mainstream youth provision.

“It is an attempt to engage young people on their own terms, in their own natural environment and on their own territory with a view to further involving them in other work” (Proposal Paper).

Registered Social Landlords (RSL's) and Local Housing Organisations (LHO's) involved in the initiative identified a need to engage young people because they feel that among those who see the streets as their natural habitat there is a core who are likely to engage in anti social behaviour which ultimately has a negative effect on them and the wider community.

Weekend Sessions:

Activity based sessions were planned to address needs and desires of young people identified through street work over a Friday, Saturday and Sunday. The intention of the initiative is to ensure the programmes were developed in response to the needs of young people and delivered by the most appropriate youth organisation or project in terms of location, expertise, skill and capacity.

Youth participation and Empowerment:

All the key partners recognise the importance of involving young people, where appropriate in decision making processes. However only a small percentage of published plans including the Housing Organisation's strategy on tenant participation refer to young people. Therefore as part of the EEHARF Youth Initiative aims to:

- Give young people a voice in the East End
- Will involve young people in the development of local projects (this is essential if a project is to be sustainable and beneficial in the long term)
- Assist in the personal and social development of young people in areas of need and to engage them in social and environmental regeneration
- Unite groups across the East End on shared issues
- Draw young people back into the democratic process of contributing to their communities and local decisions

To achieve the identified objectives the project planned to spend the new investment by targeting engagement and focus on young people under 25 years who are at risk of engaging in anti-social behaviour. The partners planned to provide a range of diversionary activities that met the needs of the target group. Partners also intended to work closely with existing local and city-wide initiatives to enhance diversionary provision.

In August 2007 the EEHARF and the Youth Implementation Team commissioned Catch the Light, a Youth and Community Development organisation to undertake an evaluation of the Youth Initiative to quantify the success of the project.

Background to the Evaluation

The primary purpose of the evaluation is to establish whether the aims and objectives of the project have been met and how this has impacted on Youth Provision in the East End of Glasgow. It was agreed that the study would also make recommendations consistent with Communities Scotland and the Scottish Government's monitoring requirements to support future funding bids. This will assist with the project's development beyond March 2008. The specific focus of the evaluation is:

- A review of activities carried out to date with stakeholders and users.
- Identification of strengths and weaknesses within the current portfolio
- A review of the achievements of the project against targets, outputs and impacts
- A measure of qualitative achievements (soft indicators)
- A measure of the demand for continued services within the Housing Association sector
- Recommendations on organisational and staffing structures, key development opportunities, target markets and future funding strategies

Evaluation Methods

The evaluation adopted a range of quantitative and qualitative methods to ensure all relevant stakeholder perspectives were acknowledged. The extent to which the Youth Initiative met its aims and objectives had to be viewed from the perspective of the organisations providing the services, the Implementation group and the Housing Organisations who had initially identified the areas where the additional activity should take place. Young people who accessed the provision were also consulted. An overview of the methods employed is detailed in Table 1.

Table 1: Evaluation methods

Category	Method
Background Information	Desk top research
Funding & Programme Information	Provided by EEHARF
7 Young people who use a project run by Parkhead Youth Project in Calton Parish Church	Semi structured focus group
10 Young people who use a project run by Urban Fox in Bannerman School	Semi structured focus group
5 Youth Providers; Urban Fox / Parkhead Youth Project / Reidvale Adventure Play Association / Dennistoun Youth Project / Caledonian Centre	Semi structured one to one interviews
8 Members of Housing Organisations (11 HO's were invited to respond)	e-survey
Members of SPS Management and operational staff.	One to One semi structured interviews
5 Members of Implementation Group	One to One semi structured interviews
1 Member of Culture & Sport Youth Service Team	One to One semi structured interview
2 Members of Dennistoun Youth Project's Street work Team	Informal, recorded discussion
2 Members of Urban Fox staff responsible for direct delivery	Informal, recorded discussion
4 Members of Parkhead Youth Project staff responsible for direct delivery	Informal, recorded discussion
1 Member of Caledonian Centre staff responsible for direct delivery	Informal, recorded discussion
1 Member of RAPA committee	Informal, recorded discussion

Presentation and Analysis of Findings

The findings are presented in 4 sections.

Section 1: Section one outlines the characteristics of the programme and activities.

Section 2: Section two reviews the activities carried out to date and how well the Initiative has met its aims and objectives. This will be done examining the work of the Initiative in relation to the following:

- The added value to the work already being undertaken in the East End
- How the quality and range of the provision is measured
- Strengthening the capacity of the EEYN
- The levels of participation of young people in developing the initiative
- The support given to organisations to extend their youth provision
- How successful the initiative has been in developing more effective programmes
- The marketing and promotion of the new activities
- Effective partnership working

Section 3: This section draws on information collected from all the respondents and identifies the strengths and weaknesses within the current portfolio and a review of the main achievements to date

Section 4: The final section draws overall conclusions and makes recommendations on organisational and staffing structures and key development opportunities,

Section 1: Characteristics of the Programme and Activities

The EEHARF Youth Initiative combined a programme of weekend activities and enhanced street work provision with a number of one off events. This study concentrates on an evaluation of the weekend centre based and enhanced street work provision. However it is important to acknowledge the success of a number of events funded and support by the initiative such as the East End 5k run that attracted over 1000 young people, an East End Youth event and the Friday night programme of issue based youth work delivered by the Parkhead Youth Project.

A primary feature of the initiative was level of partnership work involving a range of agencies and organisations. Initially seven organisations took part in delivering the programme and five of them: Urban Fox, Parkhead Youth Project, Reidvale Adventure Play Association (RAPA), the Caledonia Centre and Culture & Sport are still actively involved in delivering weekend activities across a number of venues in the East End of Glasgow: Bannerman School, Calton Parish Church, Helenslea Hall, Whitehill School, Budhill Community Centre, BCLC and the Caledonia Centre. The work is supported by a street work programme delivered either by staff employed by these organisations or in partnership with Dennistoun Youth Project.

The centre based programmes are generally leisure or activity based and target young people aged 12 – 18, although two projects cater for a younger age group and one promotes services to young people up to the age of 25.

The venues include community run facilities, including schools, community centres and halls. The programmes are scheduled to include Friday evenings and all day Saturday and Sunday. The introduction of an enhanced street work programme allowed three provider organisations to increase their capacity by employing more staff and increasing the number of shifts they offer.

The majority of the organisations delivering the weekend programmes are perceived as having their 'roots' in the East End. They have a history of working in communities having evolved in response to local needs. They employ trained full and part time staff to deliver the activities and appear to have a common ethos regarding youth provision epitomised by one provider; ***"it should be responsive to the needs of young people as to when, where and how it is delivered"***.

Support for the initiative was sought from all members of the EEYN and the commissioning process focussed on selecting organisations that had local knowledge, local networks, and the willingness to take up the challenge of providing the additional weekend provision and an enhanced street work programme.

Important to the success of the programmes is the dedication, commitment and attitude of the staff as described by these young people who participated in the focus groups:

"The staff are brilliant they get involved and you can talk to them"

"They're young so we can relate to them"

"We know that if we turn up the club will be on....it's no always been like that" (Young People)

The organisations delivering the services indicated that the relationship with the Implementation Team is really positive. This is helped by the flexible approach, adopted by all parties regarding the planning, delivery and funding of the activities. The organisations demonstrated a willingness to 'go the extra mile' to accommodate extra youth provision and have shown a responsible attitude towards funding i.e. if something isn't working it is stopped and reported back to the Implementation group until an alternative is identified and agreed. All the organisations shared three key elements which appear critical to their success. These are:

- Trust of young people
- Local contacts

- Local community networks

An important aspect of the initiative is the delivery of street work and centre based activity to areas where there was no previous provision.

Section 2: Review of Progress Made

The added value to the work already being undertaken in the East End

A primary aim of the EEHARF Youth Initiative is to provide funding and support to organisations and enable them to deliver an enhanced street work programme and a range of activities that would **“work in tandem with existing services and compliment what is out there already”**. To ensure value was added to the current provision the implementation group established a strict criteria regarding the activities they would fund and preference was given to applications that:

- Provided a service in an area identified as having little or no provision
- The activities had to be delivered on Friday evenings or over the weekend
- Where possible the activities programmes should be available in the evening and the enhanced street work should be delivered up to 11.00 pm

The impact of this enhanced provision was seen as a positive thing by the respondents to this study as indicated by the following comments:

“The initiative provided youth services to communities that had little or no provision”. (Youth Provider)

“The initiative has created a street work and activity programme in areas where there was no recognised provision”. (Youth Provider)

“The initiative is successfully filling gaps in youth provision”. (Implementation Group Member)

“The initiative has allowed us to provide a service on a Sunday and give young people something to do”. (Youth Provider)

“Working with a different age group than we would normally work with has meant we have been able to build up trust with them”. (Youth Provider)

Respondents also indicated the Initiative has created a framework that has encouraged partnership working. For example:

“The initiative has brought “different organisations” to the table ie the college and a recognised role for the Housing Associations”. (Youth Provider)

“Opportunities are created that encourage information sharing and youth work practice”. (Youth Provider)

“Organisations are working towards common goals”. (Implementation Group Member)

This example provided by one organisation demonstrates how positive partnership work has brought together young people from across communities:

“Good links have been created with the local police who now take a real interest in the work we are doing. Our work has brought young people from different parts of the community together with the police through a football competition and this is helping to break down some of the barriers between young people and the police”. (RAPA: Youth Provider)

Another important aspect of the Initiative is it has allowed the organisations involved in the youth provision to build their capacity by increasing the skills of staff and in some cases employing extra staff to deliver street work and centre based activities as these comments exemplify:

“The funding has allowed organisations delivering services to build their capacity and develop services in new geographical areas.” (Youth Provider)

“Staff have gained new skills: Street work training and the IT skills necessary to electronically update monitoring information”. (Youth Provider)

One youth provider explained how the funding they received has assisted with capacity building:

“We have used the funding to increase their pool of street workers to deliver services in areas not previously served with a service providing people with employment and experience. The activities we’ve developed have informed funding applications and this has helped us access other funding”. (PYP Youth Provider)

When young people were asked to comment on what was being provided through the weekend activity programme their views were recorded during two focus groups held at Calton Parish Church and Bannerman School. The following information details the views of the young people attending these two facilities.

**Parkhead Youth Project:
Calton Parish Church Saturday 18.30 – 20.30**

The Facility

The project runs from the Calton Parish Church in Dennistoun and caters for young people aged 8 – 24. There are a range of activities available to young people including a pool table, computer games and arts and crafts. The project is run by Parkhead Youth Project and staffed by qualified and part time staff.

The Young People

Staff reported that the club can attract up to 30 – 40 young people at the time of the visit there were over 20 in attendance. The young people were aged from 10 – 14. It was evident that the young people were enjoying the activities, the “banter” and the company of the youth workers.

Focus Group

A small focus group was held with 7 young people (4 boys and 3 girls) aged 9 – 11. The majority had heard about the club through word of mouth from family and friends.

It was clear that the club was offering an attractive alternative to their normal routine. For instance one participant expressed:

“If the club wasn’t running I’d be sitting in the house playing the play station”

“I’d be running about the streets”

The group recognised the opportunity the club gave them to socialise with their peers as one enthused:

“It’s really good ‘cause I have met new friends here”

“I don’t have a Play Station so me and my pal can play it here”

The majority of the group attended a range of other groups but they expressed real enjoyment from coming to the club on a Saturday. For example:

“We all like it here.....there a lots of fun things to do”

Generally young people were happy with what was provided although one young person said he would like to see more trips organised and another wanted a basketball net. The young people did express some concerns regarding the age group promoted by the club. Although a limited number of young people were aged over 16, the fact that it was promoted to people up to 24 was seen as unwelcome. The group felt that the club wasn't promoted very well and they had some ideas to help increase the numbers.

Staff were singled out as a primary reason for making the club an enjoyable experience. Specific reference was made to the fact that they were approachable, they joined in the activities and they were consistent and dependable.

Urban Fox

Bannerman School Friday 19.00 – 21.00

The Facility

The club uses Bannerman School and caters for young people aged 12 – 18. The activities, provided by Urban Fox included a good range of hi-spec IT games there is a large gym that is utilised for different team games. There is plenty space available for young people to 'just hang out and chat to their mates'. A dance class is offered as a structured activity. Following discussions with the young people other planned activities include sessions with a beautician and a visit by a health organisation. The club is staffed by Urban Fox's full and part time staff.

The Young People

Two focus groups were held. A group consisting of 7 boys aged 12 – 16 and a group of 3 girls aged 12 – 14. The group said that they really enjoyed coming to the club and they were clear about why attending the club was beneficial as demonstrated by these comments:

“If this wasn’t on we’d be hanging about the swing park”

“This is great because it gets us off the street”

“It keeps us out of bother”

“There’s normally nothing to do here so this is great”

When young people were asked why they attended, apart from typical responses such as ***“It’s something to do”*** there was also an insight and understanding from the young people that youth provision is fulfilling a basic need. For example the majority felt that that the club offered among other things:

“A safe place to hang out”

“It’s nice and warm”

This said they also commented on the games and IT provided by Urban Fox saying it was ***“top notch”***. Young people referred to the role played by the staff as being really positive. They commented on the age of the staff and the relationship that had been built up since the project started as illustrated by these responses:

“They’re young so they understand us better”

“The staff are really good with us and we have a good laugh”

“They are straight with us and we trust them”

As part of the evaluation process time was spent observing the interaction between the young people and the staff and it was apparent that the attitude and relationship between the staff and the young people was core to how successful the young people viewed their experience. Another example of how

staff interacted and built relationships with young people was given by one of the workers:

“At the start the numbers were really low in fact some nights nobody turned up. So we found out where the young people hung about and went and spoke to them about what we were offering. That really helped to build up trust and that’s crucial. Now some Friday nights we have 30 to 40 in.”

When young people were asked about the things they liked about the project and why they attended the top three things were:

- **A chance to meet friends and have a laugh**
- **To have something to do**
- **The staff**

They also highlighted some of their concerns and things that could improve the provision;

- **The age group is too wide up to 24 is too old**
- **Better promotion of the club**
- **Trips to other clubs**

Although these views represent a small percentage of young people using the provision the comments suggest that having somewhere to go over the weekend is something that young people find enjoyable and worthwhile. There is also evidence, suggested by some of the comments that if the provision wasn't there they [young people] would be “getting into bother.”

How the range and quality of the provision is measured

There is a commissioning process in place to ensure providers meet the required standards in relation to the type and quality of service they will provide. This links to the challenging targets the Initiative set in relation to the number of young people it would engage with through an enhanced street work programme and additional weekend activity. This was identified as being:

- Delivering 900 street work sessions during 2006/7
- Delivering 600 weekend activity sessions during 2006/07
- Delivering 310 youth participation engagement sessions during 2006-2007.

To help youth providers effectively manage data collection an electronic database was commissioned by the EEHARF Co-ordinator. This assisted organisations with the submission and dissemination of information to appropriate individuals, agencies and organisations. The data base is formatted to collect the following information:

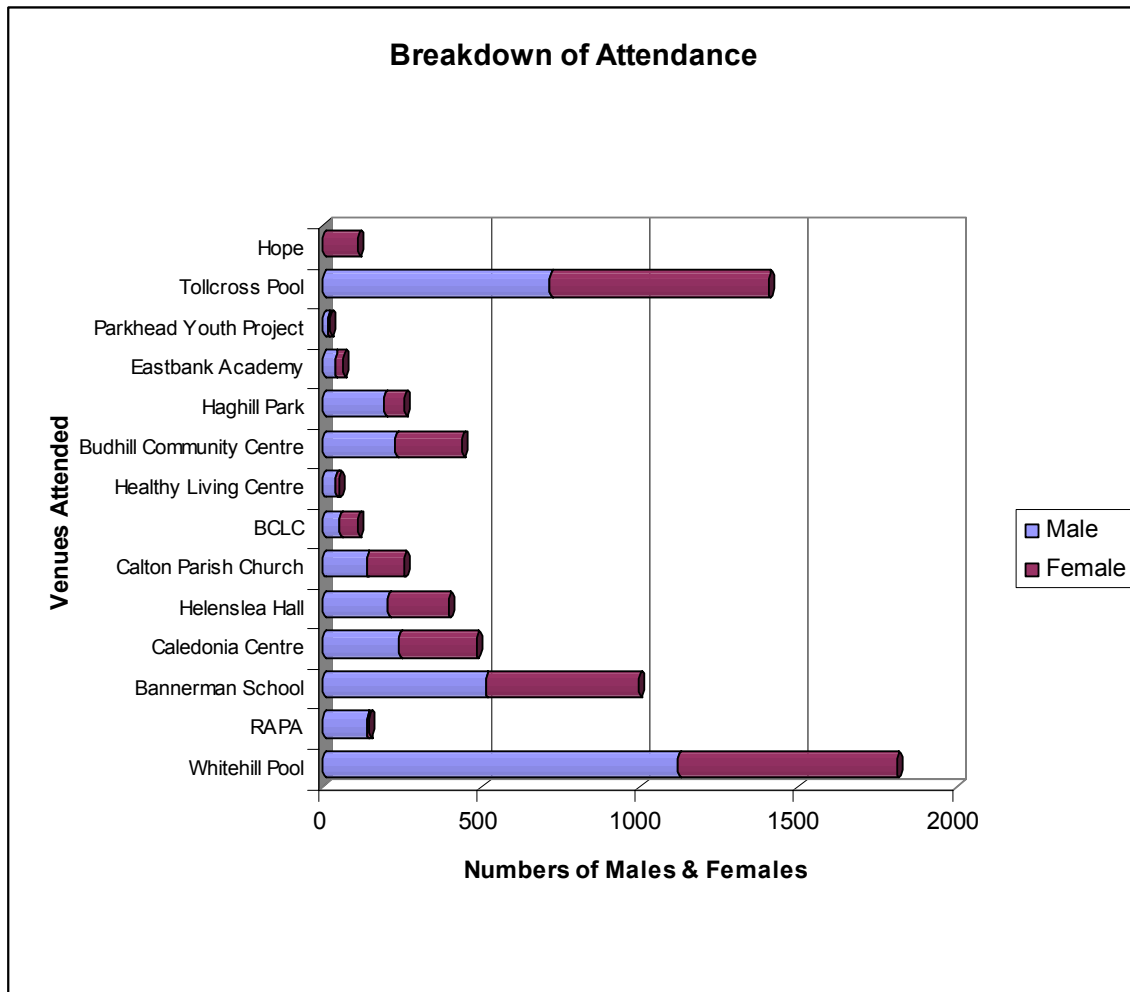
All Shifts	This returns the total shifts that were delivered by all providers.
Shifts by Provider:	This report indicates the total shifts delivered by a specific provider within a date range.
Street Breakdown:	This report returns a breakdown of MALE/FEMALE persons interacted with on a street by street level within a set area.
Activity Breakdown	The report generated will indicate the total MALE/FEMALE categories who came in to participate at an activity center between a set of dates
Totals Summary	This report summarises the total shifts, total contacts, and totals for subjects discussed with contacts.

Tables 2 and 3 show a summary of the streetwork contacts and the attendances at the weekend activities

Table 2: Breakdown of Streetwork Contacts by Area

Area	Start Date	End Date	Total Contacts
Baillieston	01/12/2006	28/01/2008	90
Greenfield	01/12/2006	28/01/2008	9
Carntyne	01/12/2006	28/01/2008	104
Haghill	01/12/2006	28/01/2008	1121
Dennistoun	01/12/2006	28/01/2008	4815
Parkhead	01/12/2006	28/01/2008	1972
Milnbank	01/12/2006	28/01/2008	455
Calton	01/12/2006	28/01/2008	1807
Gallowgate	01/12/2006	28/01/2008	24
Wellpark	01/12/2006	28/01/2008	66
Overall Total			10463

Table 3: Breakdown of Weekend Activities



In total since the initiative was established a total of 6562 young people have attended the additional provision. Some of the provision has stopped or been withdrawn; due to lack of uptake by young people. This demonstrates the flexible approach adopted by the providers and the Implementation group to ensure that they only provided services where there is demand and a recognised need.

The current data collection system is particularly useful for monitoring statistical information regarding attendance across all projects and street work contacts. Whilst there are benefits to the collation and distribution of this quantitative information it could easily be enhanced. For example, it should be possible to

incorporate methods for tracking long-term contact with individuals. This would allow the team to identify up-take rates as well as drop-out rates making it easier to spot trends and identify issues. Furthermore it would be useful to inform the creation of a common framework for measuring the desired outcomes – the actual difference that the provision makes. This helps ensure the work continues to meet the constantly changing needs of young people by allowing those responsible to judge ways of improving services based on how well outcomes are achieved. Some of the providers already have their own internal systems for recording more qualitative information as indicated by these comments:

“Regular week end activity meetings are held to review and discuss successes, challenges, issues and potential changes required to ensure the focus and quality of the service provision”. (Youth Provider)

“We get young people to complete questionnaires, we have a suggestion box and we encourage young people to talk to us at drop in sessions”. (Youth Provider)

Therefore such approaches could be adapted to provide a common framework for all of the projects to use. This will also be particularly relevant when reporting to funders.

How the Initiative works to strengthen the capacity of the East End Youth Network

The funding applications made to support the initiative suggest that strengthening the capacity of the network was an important outcome for this initiative. The evaluation process found that so far this has not been addressed through the current activities. All the respondents recognised that the EEYN should have a higher profile in the future development of the Initiative. However there is uncertainty of what that should be.

“This need’s to be worked on there is a bigger role for the EEYN to play but I don’t know what that is yet”. (Implementation Group Member)

Many respondents were either “**unsure**” or “**didn’t know**” if the Initiative was achieving this intended outcome. However one respondent felt that the capacity of the network was being built regardless. They said:

“This is happening anyway. The EEYN has been going through a period of change and development and the membership are working to become a more cohesive body”. (Youth Provider)

There were also questions raised as to why so few members of the Network took up the opportunity to apply for the funding? This would have enabled more organisations to deliver the extra street work and weekend activity programmes. This is something that would be worthwhile exploring given the potential of the network to extend and build on the good practice demonstrated by the organisations who took up the challenge.

If building network capacity is a desirable outcome for the Youth Initiative it may be worthwhile considering investing in activities which strengthen capacity. This could be achieved through joint planning and delivery of services, sharing back-up and administration, or management services (e.g. shared HR advice, shared marketing or group purchasing of common services are typical examples).

As alluded to at the beginning of this section a stated aim of the Initiative is to work to strengthen the EEYN if this is to be achieved then key personnel from within the Network and the Implementation Group will have to act to build on the success of the Initiative and ensure the positives from the current work is built upon and sustained.

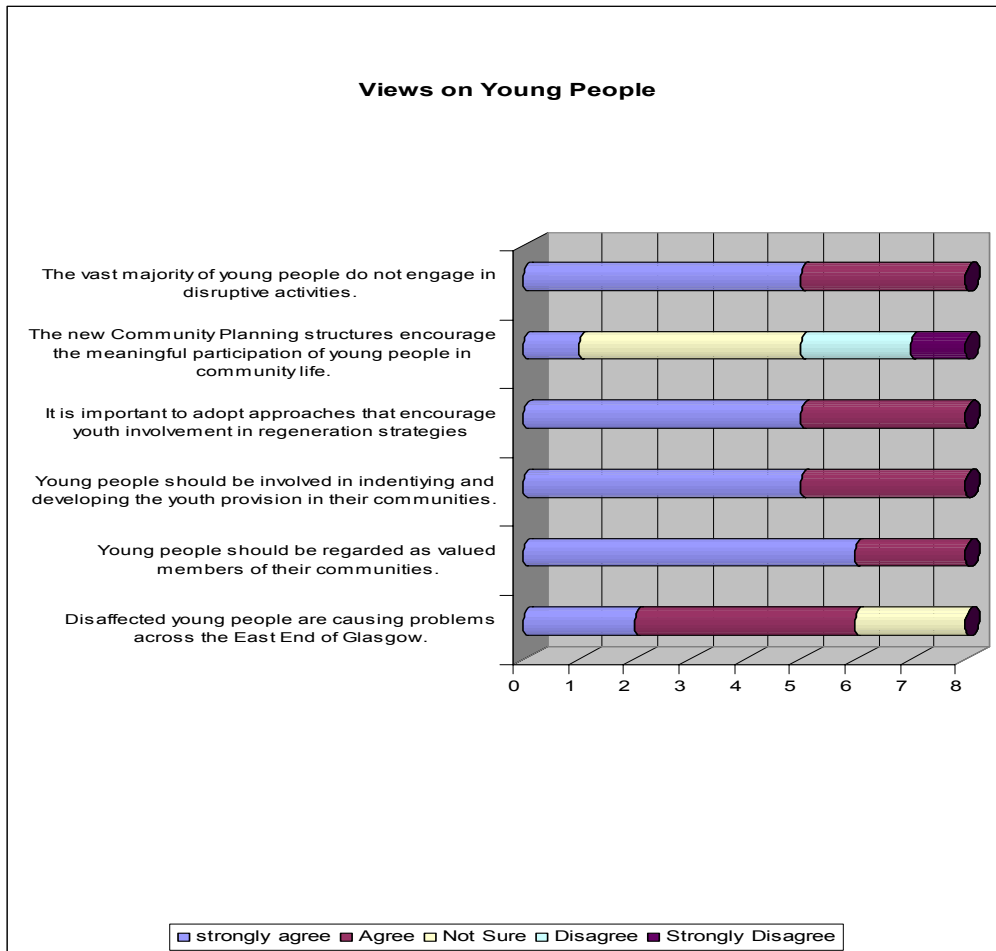
Levels of participation of young people in programme development

The involvement and participation of young people in decision making is recognised as important to the development of their self worth and confidence. This experience also creates opportunities that allow young people to be more aware of skills required for planning and problem solving.

The initiative aspires to improve the levels of participation being achieved by young people in relation to involvement in programme development, personal and social development and uniting groups. The study gathered evidence that indicates young people have been influential in shaping the types of activity on offer and the programme development. Through a process of ongoing consultation and evaluation with young people and project staff, resources such as art and craft materials, sports equipment were added to enhance the programmes. Specialist resources including DJ Workshops, Health & Beauty therapists and play equipment were also commissioned to satisfy the wishes and requests of young people. As a further programme quality check Gary Harkins who represents the Implementation Group meets regularly with the youth service providers. The purpose of these meetings is to continually monitor each activity and give providers the opportunity to present feedback from young people. This process ensures the requests and needs of young people are addressed and actioned.

The involvement of young people in identifying and developing youth provision is recognised by housing organisations. When asked to share their views on young people the results presented in Chart 1 show they all acknowledge young people should have more of a role in decision making.

Chart 1: Housing Organisations' Views on Young People



Supporting organisations to extend their youth provision

The organisations commissioned to deliver the extended provision have received support in a number of ways. Over and above the provision of funding to extend youth activities the Implementation Group have assisted with the identification and booking of venues, given assistance with the collection of statistics, promotional flyers and posters have been designed and provided for distribution and display. Organisations were also given the opportunity to build their capacity by having access to specialist training in street work. Youth providers indicated that they found particular aspects of support extremely useful:

“We get support from the implementation team. They helped sort out an issues we had with another provider. They took on the role of an arbiter and resolved the situation amicably”. (Youth Provider)

“We can talk to members of the implementation group when different issues crop up”. (Youth Provider)

“Help with disclosure checks was great” (Youth Provider)

“The street work training was really good. We are new to street work so the training opportunities were really welcome” (Youth Provider)

There was an indication from a number of youth providers that they may be ‘victims of their own success’. The extra work they have taken on has created extra pressures with staff having to satisfy the extra demand.

“Any support given to worker delivering the service comes from within the individual organisation. There are real capacity issues and the staff involved in the service delivery face burn out”. (Youth provider)

The problem of staff burn out was a re-occurring theme and although the youth providers recognised this a ‘part of the job’ it strengthens the argument that more organisations should be looking at how the extra weekend provision and street work is sustained in the longer term. It is likely that this issue will become even more critical if demand increases across other areas of the East End. Therefore a sustainability plan is emerging as a critical issue which ideally should be addressed in the short term.

Developing more effective programmes

Respondents were asked to comment on the effectiveness of the Initiative in relation to street work, the weekend activities and group work designed to promote the empowerment and self determination of young people as described in the objectives. Respondents acknowledged the positives and some

of the challenges they have experienced in relation to measuring the effectiveness of certain elements of the project:

“The street work has been successful as it allows us to still engage young people who don’t want to go into a building” (Youth Provider)

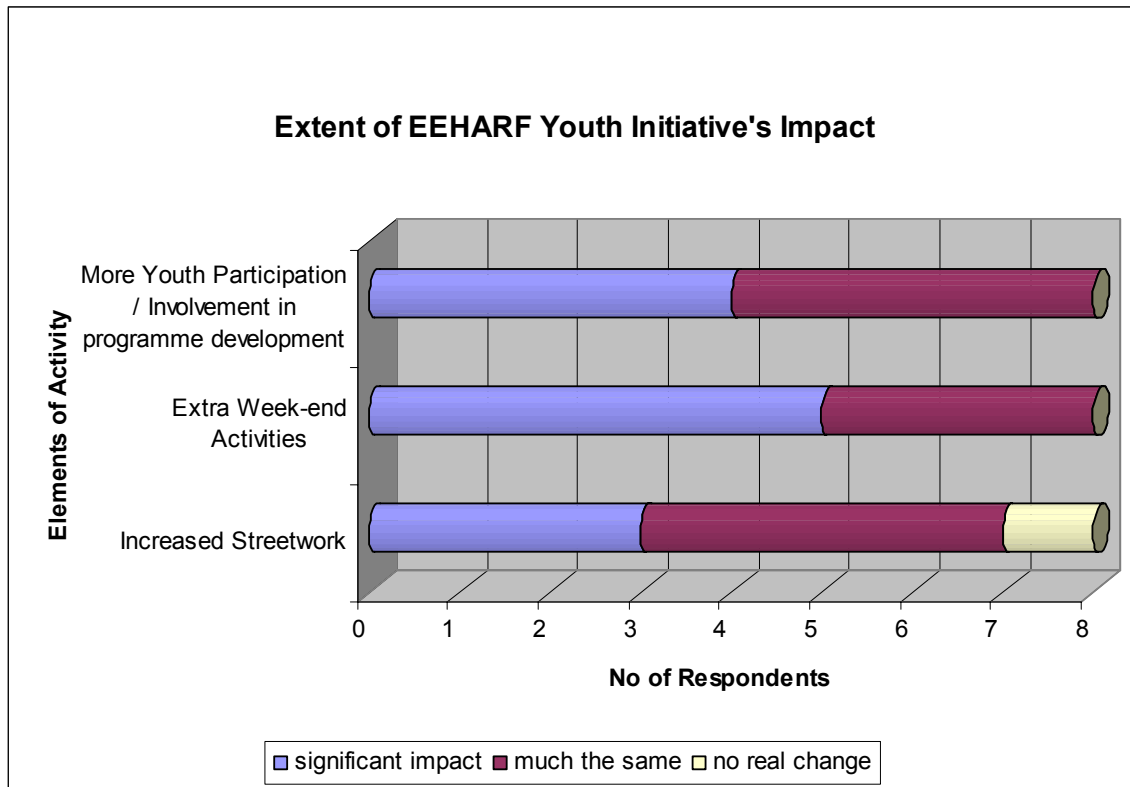
“It is difficult to gauge the effectiveness of the street work. Street work is a youth work approach that is at times misunderstood. We need to be clear about what we mean by street work before we can judge its effectiveness....it would be good to have that debate so that we are all clear”. (Implementation Group Member)

“There are more venues open and accessible to young people. The week end focus means that young people who may not normally access a service are taking advantage of the opportunity to engage in youth provision”. (Implementation Group Member)

“Not sure how targeted or how focussed the work is in relation to empowering young people”. (Implementation Group Member)

Chart 2 highlights that housing organisations think the extra weekend provision has made the greatest difference with 5 out of the 8 respondents saying that this has had a significant impact. More youth participation in programme development has in their view been achieved fairly successfully with 50% (4) organisations stating the Initiative has had a significant impact on this element. However the majority of respondents have not seen any significant impact on the enhanced street work programme and some suggest there is no real change.

Chart 2: Impact of the EEHARF Youth Initiative



On balance there is disparity regarding the overall impact that the youth initiative has achieved. This reinforces the need for clarifying what the desired outcomes are and how their success should be measured and evaluated. Furthermore there is merit in investigating why the same approach is perceived as more successful in some areas than in others.

Training and Development for Sessional Workers, Volunteers and Young People

The Initiative offered a street work training programme which was delivered by Youth Services (Glasgow Culture & Sport) and Dennistoun Youth project. The training was generally well received and welcomed by the organisations that used it to develop the capacity and skills of their employees. Youth Providers commented:

“There have been two street work training events organised and delivered by Youth Services. This has really helped us build the skills base of our staff”. (Youth Provider)

“Staff within the organisation were identified and put forward to take part in the training. We found this really beneficial as it increased the skills of staff and meant staff had more confidence about engaging young people”. (Youth Provider)

However there were issues highlighted by respondents relating to the selection process. This respondent was unclear about why training was available to participants from areas beyond the East End:

“The organisations delivering the activity programmes and street work identified people to take part in street work training. However this attracted people from outwith the East End”. (Implementation Group Member)

Another issue identified was the lack of follow up employment opportunities available to those individuals who completed the training as explained by this respondent:

“We put on street work training. Although there was a good uptake, those completing the training found it difficult to find jobs”. (Implementation Group Member)

It is clear that individuals and organisations benefited from their participation in the street work training. However the evaluation shows that the opportunity provided by the Initiative was used to enhance the skills of the current workforce

of organisations involved in the initiative. Although this is a worthwhile outcome more emphasis could be placed on identifying and training new recruits, especially young people. The last response infers that if people are investing time and committing to training then the opportunity for employment should be available to them.

How activities were marketed and promoted

Respondents had mixed views regarding how well activities were marketed and promoted. While all agreed on the importance of getting the message over to young people there was apparent disappointment at the time taken to distribute materials as this comment shows:

“This could have been a lot better we ended up waiting for ages and ended up producing our own materials”. (Youth Provider)

However once received people were satisfied with the quality of the material :

“There were good quality posters and flyers made up and distributed” (Youth Provider)

“Street worker had decent stuff to hand out” (Youth Provider)

Some respondents were keen to stress that over and above the organised distribution of material social contact is still an important method for sharing information:

“Apart from the information we had to hand out. A lot of information happens through people just talking to one another”. (Youth Provider)

Overall respondents acknowledged the importance of having good quality promotional material to distribute. There were a number of difficulties in relation to meeting distribution targets however the finished materials were of a high standard and a welcome resource. An area worthy of attention for year two is the development of a marketing / communication strategy. This is an activity that could be used to engage young people in the Initiative. Shared marketing is also a good way of strengthening the capacity of the network.

Ways in which organisations have worked more effectively in partnership

Partnership working is at the core of the initiative and generally the Implementation Group and the service providers have created a framework that has effectively delivered and enhanced the street work programme and a range of weekend activities, as exemplified by these comments:

“There is more interaction between partners. New relationships have been created between the providers of services, venues and funders”. (Youth Provider)

“The initiative has successfully brought together a broad based partnership that recognises the need and importance of encouraging participation. It is also clear that we need to make sure that other organisations feel that they can come on board”. (Implementation Group Member)

More organisations can be encouraged to come on board to build on the good examples which are now well established. The danger however is that without further investment in the network itself further expansion could cause more harm than good. Networks depend on people or organisations giving up some of their independence in exchange for increased common capacity and benefits. This emphasises the need to clarify how that common capacity and the requirements of the network can be supported in order to improve shared youth work provision.

Section 2: Summary

Overall the Initiative has created a solid foundation of good practice and if the opportunities provided by the Implementation Group are taken up by more youth providers it has the potential to be extremely effective in providing youth services that meets the needs of young people in the East End.

The responses from providers, the Implementation group and young people indicate that the Initiative has successfully filled gaps in service provision. By commissioning weekend activity programmes and enhanced street work provision the Initiative has facilitated the deployment of services in areas where no previous service existed. The fact that the new programmes extend opportunities to young people over the weekend and in some cases up 9.00pm is also new and innovative. Other positive outcomes of the initiative are:

- Evidence of improved partnership relationships in certain areas
- The increased capacity of some organisations by allowing them to employ extra staff who have gone on to build their personal skills through involvement in training programmes.

There is less evidence to that the other aims and objects are being met particularly in relation to:

- How the Initiative is strengthening the capacity of the EEYN

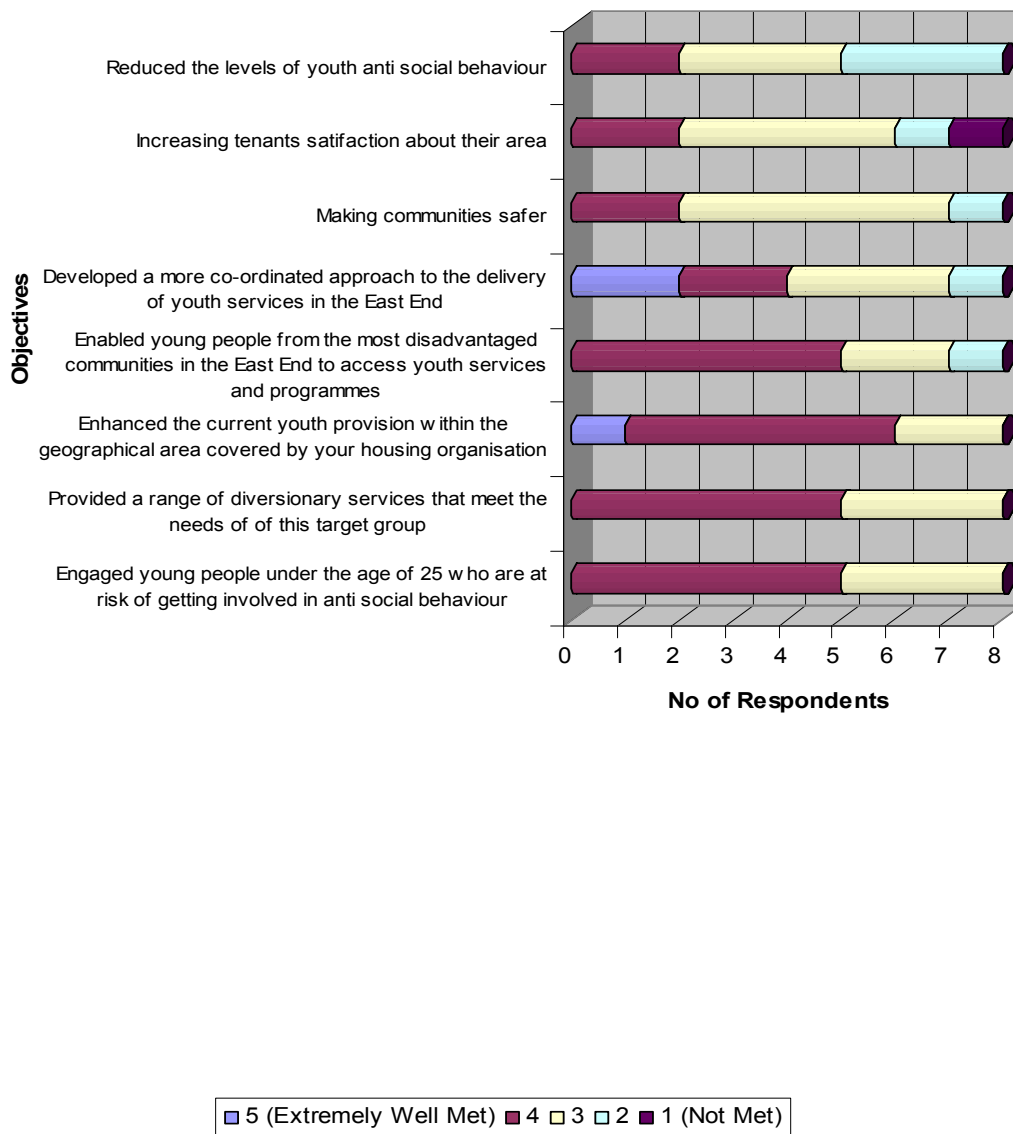
However this could be addressed if more organisations within the Network recognised the potential of the initiative.

The results of the survey undertaken with housing organisation shows they believe certain objectives have been met more that others (Chart 3).

The enhancement of youth provision, the provision of diversionary activities aimed at the target group and the engagement of young people at risk of getting involved in addressing anti social behaviour would appear to be the objectives best met by the initiative. In their view less of an impact has been made in relation to reducing youth and anti social behaviour or making communities safer and increasing tenants' satisfaction.

Chart 3: Extent to Which Objectives Were Met

How Well Does the EEHARF Youth Initiative has Meet its Objectives



Section 4: The Strengths, Weaknesses, Opportunities and Threats

Drawing on information gathered from the all the respondents the SWOT analysis summarises the internal strengths and weaknesses of the Initiative and suggests the external opportunities and threats it faces.

<p>Strengths</p> <ul style="list-style-type: none"> • Workers dedication, attitude and expertise....across the board • Local community contacts • Local community networks • Trust of young people • Training provided for youth work staff • Funding for at least another year • Foundation of effective partnership • Relationships between those responsible for the funding and those delivering the services • Database to gather and collate quantitative information. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited number of providers supporting the Initiative • Staff burn out • Monitoring and evaluation of qualitative outcomes • Co-ordination of Initiative isn't a core responsibility • Confusion about roles and responsibilities – who does what – with who – and when. • The inability of providers to plan ahead due to funding structure • Buy in from some has been at an individual level as opposed to being an organisational responsibility • No apparent sustainable longer term strategy in place • The number of desired outcomes cause confusion • No provision made for people how completed street work training
<p>Opportunities</p> <ul style="list-style-type: none"> • Build on the positive achievements of the initiative • Create an example / model of youth work that is responsive to the needs of young people • Build community capacity through youth work training opportunities • Use the experience to bring the local Youth Network on board • Involve young people with the design of marketing of information • Refine outcomes and be more realistic about what is achievable 	<p>Threats</p> <ul style="list-style-type: none"> • Withdrawal of funding • Lack of local youth providers engaging with the project • Local politics • Lack of suitable venues • Inability to satisfy funders in relation to outcome achievement

When asked to identify the main achievements of the initiative respondents noted that the Initiative had successfully filled gaps in youth provision. For example:

“Communities who didn’t have any youth provision now have something and it’s a good start”

The positive effect of partnership working was also recognised by this respondent:

“The Initiative has brought different organisations together and different people on board to expand services to young people”

However the primary success of the Initiative was the way in which it was demonstrated a new approach to youth work, epitomised by this comment from a youth provider who when asked about the Initiative's main achievements said:

“The realisation that youth work has to adopt a flexible approach to service delivery. Weekend and late night provision should be the norm the message that has to be given out is that youth work doesn’t just happen Monday to Thursday between 2pm and 7pm”

The strengths of the Initiative have developed primarily from the commitment and attitude of the organisations delivering the programme of activities the enhanced street work and the support given by the Implementation Group. In particular the relationship between the providers and the Implementation Group has ensured that service provision is responsive and flexible to meet the needs of young people. While this is acknowledged as a positive, a perceived weakness of the initiative is that with so few providers delivering services the Initiative will fail to extend provision across other areas of the East End. It is therefore important that more organisations are brought on board. The identified threats and weaknesses can potentially be addressed by bringing together the financial and human resources of youth organisations in the East End and the appointment of someone with core responsibility to manage this would benefit the achievement of the undoubted opportunities and development of a longer term strategy.

Section 5: Conclusions

The Scottish Government is committed to people in Scotland having a greater say in how local services are planned and delivered. In particular the effective engagement of local people is critical to the regeneration of our most disadvantaged communities. If local services are to better meet local needs and aspirations, local people need to be genuinely involved in developing these services. It is only by listening to the experiences and ideas of the people who live in communities that we can find solutions which will make a lasting difference. This aspiration is no different when applied to young people.

There is little doubt that the EEHARF Youth Initiative has made an impact on youth provision in the areas where it's been introduced in the East End and young people have had a role in developing the type and quality of services they require. The disciplined focus of the Implementation Group ensures that the additional activities has filled gaps in youth provision as identified by housing organisations and increased opportunities available to young people. The challenges of enhancing street work provision and week end activities have been overcome by the determination and attitude of all the key partners. Young people welcome the opportunity to access the services now provided on Friday, Saturday and Sunday.

It is clear that if the Initiative is to be sustainable it has to build on the experience of the positive partnership work it's developed and use this to get more youth organisations involved in supporting and providing youth services at the weekend. It could also be argued that providing services jointly rather than separately might lead to ways of building network capacity. This would be enhanced with a more robust monitoring and evaluation framework which monitors and evaluates outcomes as well as outputs. This is crucial to identifying, communication and sharing intelligence regarding the impact made by the initiative when sourcing additional funding.

While acknowledging the need to satisfy the demands of different funders the work carried out by the Initiative should be measured on the quality, benefits and impacts of the services it is providing to young people and not get pulled into what can become a meaningless numbers game. Any outputs or targets must be considered in relation to the value and worth of the work undertaken within its relevant context. Therefore good baseline information would provide a useful means for gauging the progress made as well as the wider impact of this initiative in its East End communities.

The SWOT analysis identifies the positive attributes of the Initiative and the opportunities to build on these during year two. Crucially there has to be more buy in and support from organisations such as the East End Youth Network if the provision is to be extended to other areas in the East End. Equally those organisations that make up the Network have to realise that youth work should reflect the needs of young people and that means a seven day a week provision including evening provision.

It is seen as important to appoint someone who will take responsibility to bring more providers on board, implement a cohesive monitoring and evaluation framework and oversee a sustainable funding package that will allow the creation and coordination of a longer term strategy. Such a strategy should pay attention to the needs and capacity of the network as well as developing youth services.

EEHARF Youth Initiative has made an impact however this appears to be sporadic and lessons of what is working and why have to be clarified to ensure all communities benefit from the work of the Initiative. This could be achieved by the Housing Organisations involved in the Initiative sharing information and knowledge as to why certain aspects of the project have worked and why. The best way of achieving this is to have clear criteria, good baseline information and mechanisms for spotting and analysing trends and more importantly involving young people in designing and developing the services.

Recommendations

Building on the success of the initiative the following recommendations are presented for consideration:

1. Based on the reasons outlined in the conclusion consider appointing a coordinator who has core responsibility to drive forward the Initiative in year two and beyond.
2. Hold a key stakeholders meeting that brings together key partners to discuss what has worked and why. This discussion can be used to establish clear success criteria.
3. Use this meeting to bring on board other providers and develop a strategy (framed by a funding criteria and robust monitoring / evaluation system) that will plan and deliver an extended programme. At the same time consider ways of investing in building the network infrastructure and capacity.
4. Revise the outcomes so that they are more realistic, focussed and achievable in the timeframe of the initiative. Whilst it is good to have a wide range of outcomes if they aren't achievable or relevant to the work there's danger is they become a distraction and have the potential to de-value the good work being done.
5. Seek further advice and support to create a common monitoring and evaluation framework that will gather data on qualitative as well as quantitative measures and indicators.
6. Build organisational and individual capacity by training new recruits including young people in youth work approaches ie street work.