HAPPY

Holiday programme for Sandwell

Coordinated programme for Young People at Risk

Year one report

Prepared by
Sport Structures Limited
For the
HAPPY **Steering is a partnership between: Sandwell MBC Youth and Community & Play Services, Regeneration, Black Country Connexions, Sandwell Children's Fund and Youth Offending Team.**

First Year report – May 2004

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1. Introduction to the Borough of Sandwell.

1.1 Sandwell is a particularly diverse area both in respect of its communities and in relation to geography. Sandwell is currently a Borough of exceptionally high Deprivation.

1.2 Deprivation and dereliction is spread throughout the Borough and is not highly localised. 85.5% of all enumeration districts are worse than the national average. Sandwell has identified in excess of 70 neighbourhoods that warrant targeted special support and services.

1.3 There are six distinct towns in Sandwell that are now each recognised by dedicated 'town managers'. The six towns are:

- Oldbury
- Rowley Regis
- Smethwick
- Tipton
- Wednesbury
- West Bromwich.

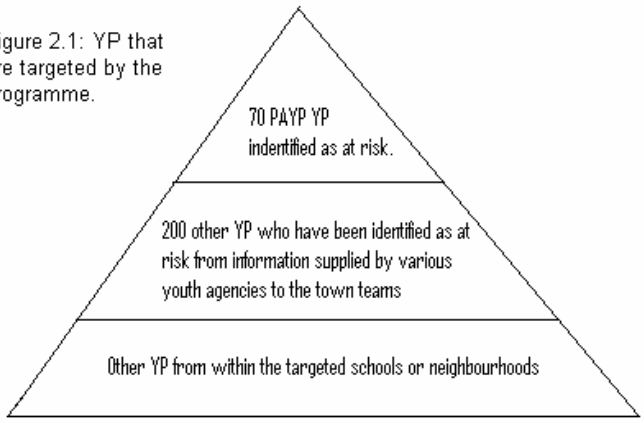
2. Introduction to the HAPPY programme

2.1 The HAPPY Programme in Sandwell seeks to engage Young People from across the Borough in a wide range of holiday activities within the arts, sports and outdoor pursuits. The programme itself is funded by a number of partners including:

- Connexions - PAYP
- Neighbourhood Renewal Fund
- Sandwell Children's Fund
- Pathways to Employment in Sport programme

2.2 Due to the nature of the funding the programme caters for Young People within the ages of 5-19. The programme is targeted at Young People on a three level process outlined in Figure 2.1 below.

Figure 2.1: YP that are targeted by the programme.



2.3 This targeted approach within the first two levels is slightly different.

2.4 The first level is through the referral process. Referrals are received by Connexions from key Schools, YOT, Sandwell Children's Fund and Social Services. The process is described later in this document from 2.13 onwards.

2.5 The second level of the diagram is targeted at the neighbourhoods within each Town that are neighbourhoods of the highest levels of deprivation in addition to those neighbourhoods identified by the Sandwell Children's Fund. A full breakdown of the neighbourhoods is listed below 2.9 and 2.11 for the specific Sandwell Children's Fund Neighbourhoods.

2.6 The programme is coordinated by the Steering group of key partners which met on at least a six weekly basis to agree policy, oversee the project management and delivery of the summer programme. Following a tender process Sport Structures Limited were appointed in late June 2003 to manage and coordinate the programme.

2.7 A large percentage of the funding for the HAPPY programme is devolved to the town teams.

2.8 Each town has worked with a number of agencies to identify the 3 or 4 neighbourhoods that are deemed most 'at risk'. The core PAYP (Positive Activities for Young People) programme focused on the needs of the Young People living in these disadvantaged neighbourhoods. This programme in the Town is coordinated by the Senior Officer for Young People.

2.9 Listed below are the 21 identified neighbourhoods that were targeted by the summer programme:

- Oldbury: Rood End, Grace Mary, Cakemore.
- Rowley Regis: Brickhouse, Lion Farm, Cradley Heath/ Oldhill.
- Smetwick: Bearwood, Windmill Lane, Bristnall Hall.
- Tipton: Tipton Town, Great Bridge, Park Estate, Tibbington/ Ocker Hill.
- Wednesbury: Harvills, Millfields.
- West Bromwich: Tantany, Dagger Lane, Yew Tree/Tamebridge.

2.10 In addition to the neighbourhoods listed above, the Sandwell Children's Fund Plan identified 6 areas that were deemed 'hot spots of need'. These 6 'hot spots' are listed below:

- Grace Mary (Oldbury)
- Albion Estate/North Smethwick, Galton Village (Smethwick)
- Great Bridge, Tibbington Estate (Tipton)
- Tantany (West Bromwich)

2.11 In addition the "On-Track" Neighborhood of Harvills Hawthorn and Hateley Heath are also identified as a target area.

2.12 These 7 areas were provided additional funding in order to provide activities to Young People from a slightly different age group of 8-13. The neighborhoods are diagrammatically described in section 8.

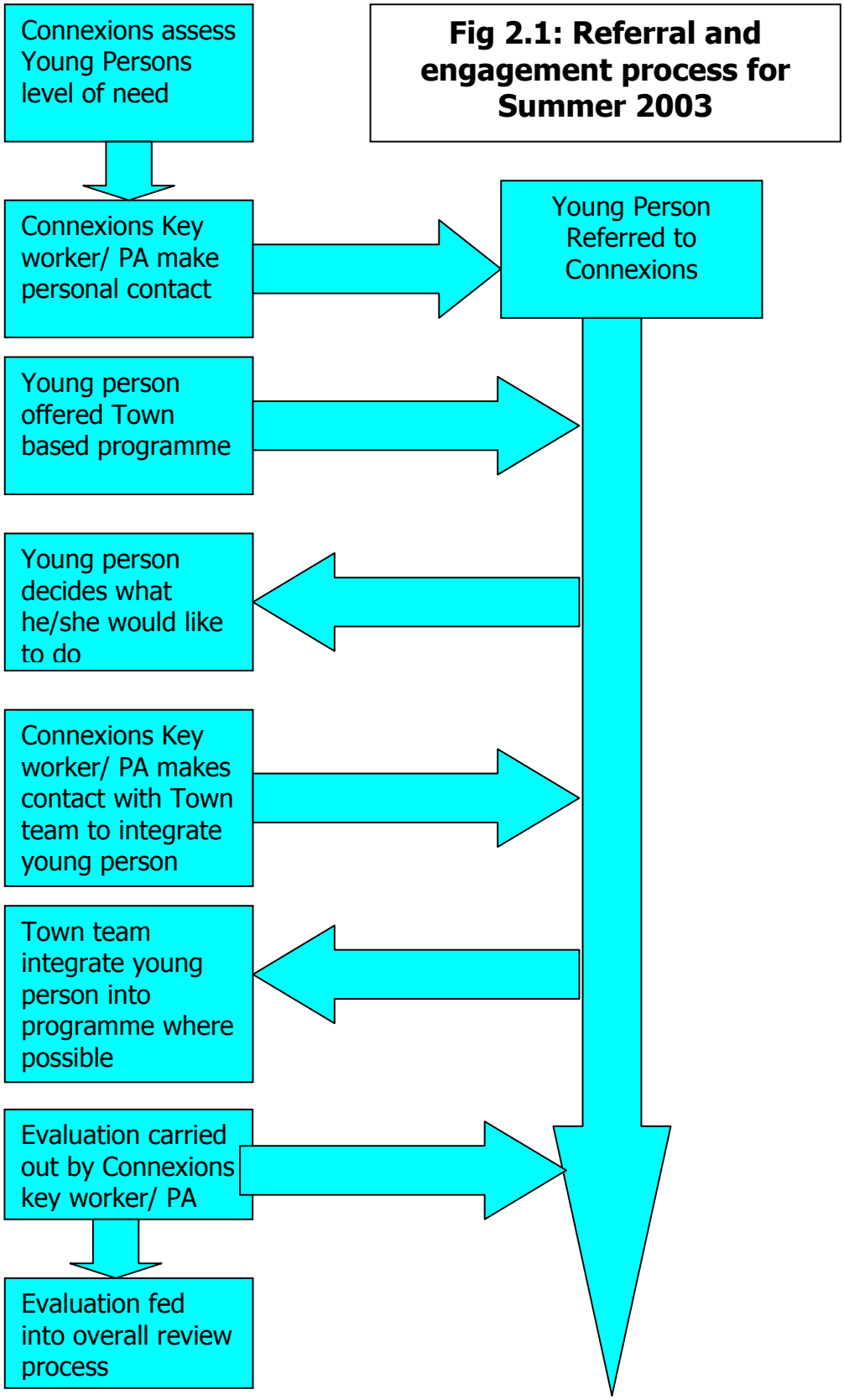
The referral procedure.

2.13 As outlined in Figure 2.1, one of the targeted groups was a group of 70 Young People identified as 'at risk' by various agencies including YOT, Connexions and the Sandwell Children's Fund.

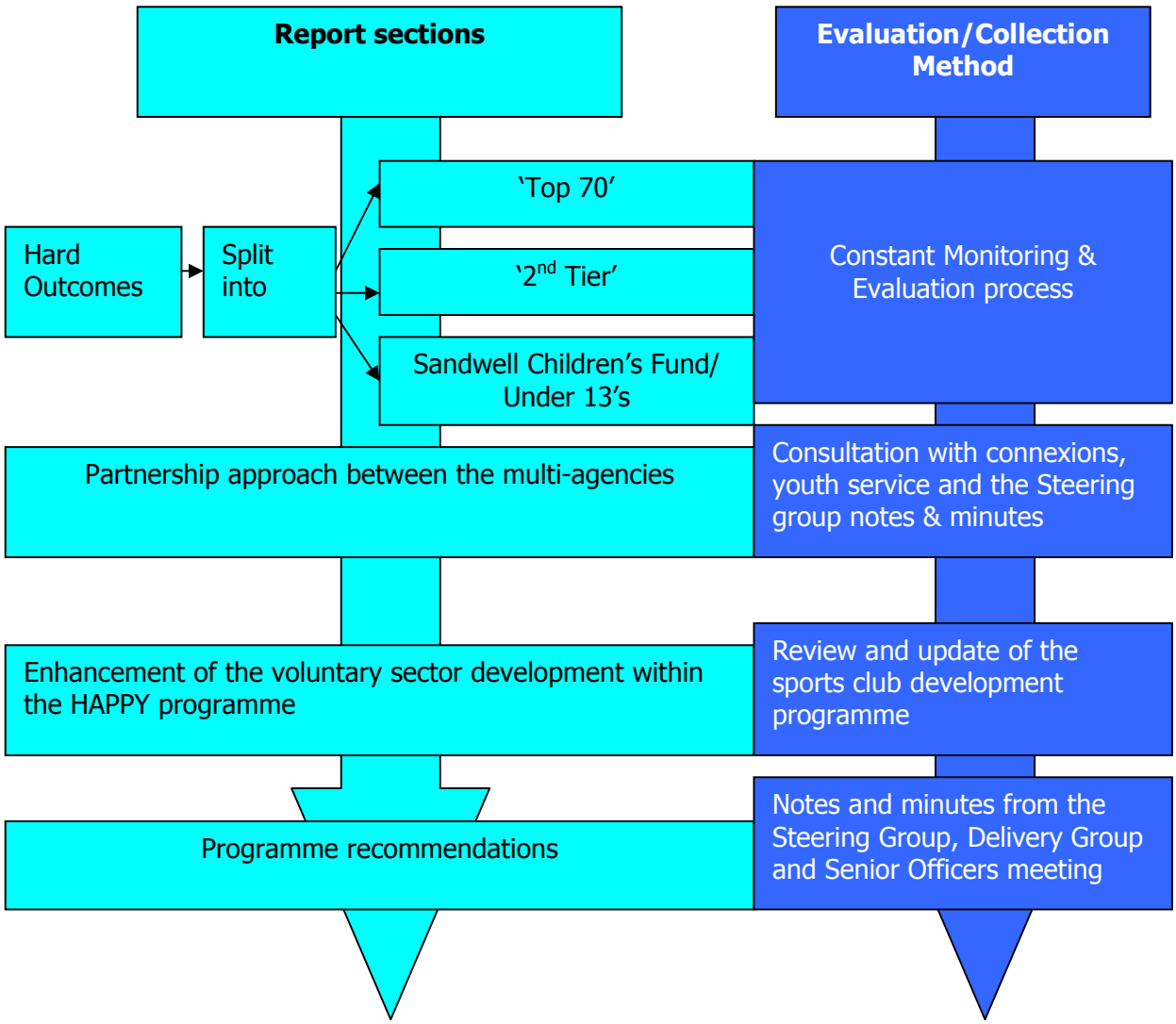
2.14 These Young People may not have offended but are in the opinion of representatives of various support agencies 'at risk'. Other Young People within this identified group may be vulnerable or have low self-confidence.

2.15 This group of Young People came from across the borough and were supported by 3 newly appointed Connexions key workers.

2.16 The referral of young people followed the process identified in figure 3.1. below. The process was disrupted by the overall workload of Connexions staff and the lack of suitable Key Worker appointments and the designing of the programmes at a local level.


Connexions assess Young Persons level of need
Fig 2.1: Referral and engagement process for Summer 2003
Connexions Key worker/ PA make personal contact
Young Person Referred to Connexions
Young person offered Town based programme
Young person decides what he/she would like to do
Connexions Key worker/ PA makes contact with Town team to integrate young person
Town team integrate young person into programme where possible
Evaluation carried out by Connexions key worker/ PA
Evaluation fed into overall review process

The reporting process



3. Evaluation of activities available and measurements against hard targets

3.1 Each town delivered an extensive programme for young people in the 2nd tier which included a broad range of activities from within the categories of the arts, sports, outdoor pursuit's trips & residentials. The programme was delivered in every holiday period since the programme was launched in June, which included the holiday periods of summer, October, Christmas and February.

3.2 The table below indicates the number of activities that were available within each holiday period for the whole borough. The following six tables then break this information down by town.

		Summer	October	Christmas	February	
Town	**Act Cat**	**Activ**	**Activ**	**Activ**	**Activ**	**Total**
Borough Wide	Sports	197	53	9	21	**280**
	Arts	245	76	3	25	**349**
	Outdoor P	50	18	2	3	**73**
	Trips	23	24	12	5	**64**
	Residentials	1	0	0	3	**4**
	Total	**516**	**171**	**26**	**57**	**770**

		Summer	October	Christmas	February	
Town	**Act Cat**	**Activ**	**Activ**	**Activ**	**Activ**	**Total**
Tipton	Sports	28	9	2	6	**45**
	Arts	68	12	1	6	**87**
	Outdoor P	12	4	0	1	**17**
	Trips	16	5	1	1	**23**
	Residentials	0	0	0	0	**0**
	Total	**124**	**30**	**4**	**14**	**172**

		Summer	October	Christmas	February	
Town	**Act Cat**	**Activ**	**Activ**	**Activ**	**Activ**	**Total**
Smethwick	Sports	40	10	3	5	**58**
	Arts	36	8	0	8	**52**
	Outdoor P	4	2	1	0	**7**
	Trips	0	4	7	2	**13**
	Residentials	0	0	0	1	**1**
	Total	**80**	**24**	**11**	**16**	**131**

		Summer		October		Christmas		February		
Town	**Act Cat**	**Activ**		**Activ**		**Activ**		**Activ**		**Total**
Rowley Regis	Sports	65		13		0		4		**82**
	Arts	70		18		0		3		**91**
	Outdoor P	22		3		1		1		**27**
	Trips	3		4		2		1		**10**
	Residentials	0		0		0		1		**1**
	Total	**160**		**38**		**3**		**10**		**211**

		Summer		October		Christmas		February		
Town	**Act Cat**	**Activ**		**Activ**		**Activ**		**Activ**		**Total**
West Bromwich	Sports	16		8		1		1		**26**
	Arts	24		15		0		3		**42**
	Outdoor P	4		2		0		1		**7**
	Trips	0		4		2		1		**7**
	Residentials	1		0		0		0		**1**
	Total	**45**		**29**		**3**		**6**		**83**

		Summer		October		Christmas		February		
Town	**Act Cat**	**Activ**		**Activ**		**Activ**		**Activ**		**Total**
Wednesbury	Sports	24		7		2		1		**34**
	Arts	19		15		1		5		**40**
	Outdoor P	8		3		0		0		**11**
	Trips	4		3		1		0		**8**
	Residentials	0		0		0		0		**0**
	Total	**55**		**28**		**4**		**6**		**93**

		Summer		October		Christmas		February		
Town	**Act Cat**	**Activ**		**Activ**		**Activ**		**Activ**		**Total**
Oldbury	Sports	24		6		1		4		**35**
	Arts	28		8		1		0		**37**
	Outdoor P	0		4		0		0		**4**
	Trips	0		4		1		0		**5**
	Residentials	0		0		0		1		**1**
	Total	**52**		**22**		**3**		**5**		**82**

3.3 The table below evaluates how the programme has performed against the year long targets that were set at the beginning of the programme:

Target	Actual Number	Comment
70 Young People to be engaged in the programme from the top tier	**95**	The target has been met
600 Young People from the 2nd tier to engage in the programme	**912**	The target has been comfortably met and is re-appraised for year two
50 Young People to engage in the programme on 10 or more occasions	**239 (26.2%)**	The target has been comfortably met and is re-appraised for year two
500 visits from young people aged 5-13 from Sandwell Children's Fund neighbourhoods	**956 visits** (from 288 individual Young People = average of 3.3 visits each	The target has been comfortably met and is re-appraised for year two
Total number of young people who engaged in the programme from all 3 groups (top tier, 2nd tier and Sandwell Children's Fund)	**1295**	

3.4 Consolidated statistics for the programmes top two tiers are described below. We have defined three groupings; The top 70, second tier (HAPPY) and specific activity in Children's fund neighbourhoods.

By age

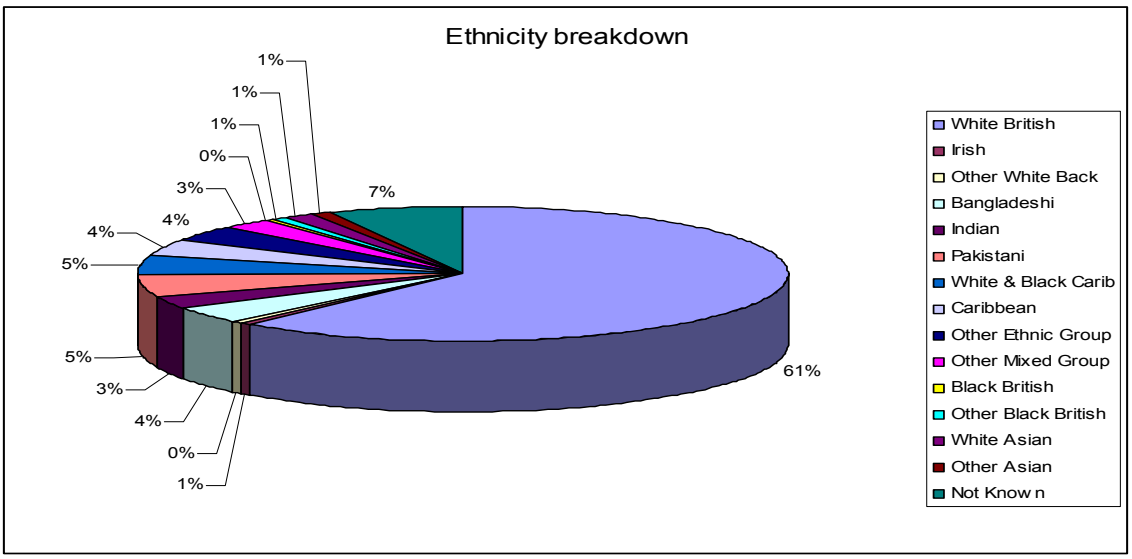
	TOP 70	HAPPY	CF	Total
8 -13	30	464	288	**698**
13-17	61	410	0	**410**
18-19	4	38	0	**38**

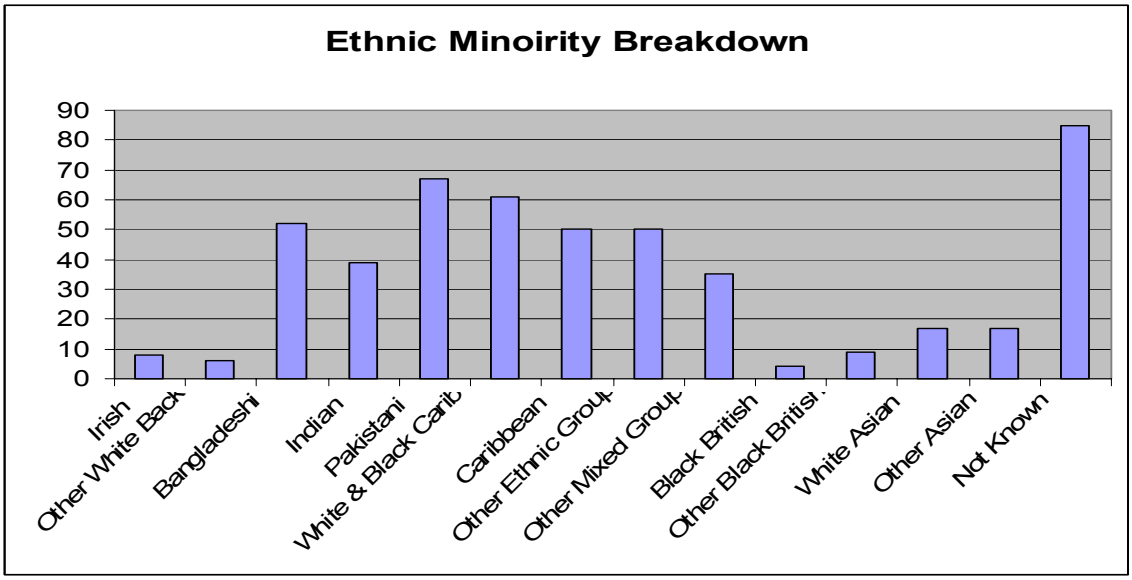
By Gender

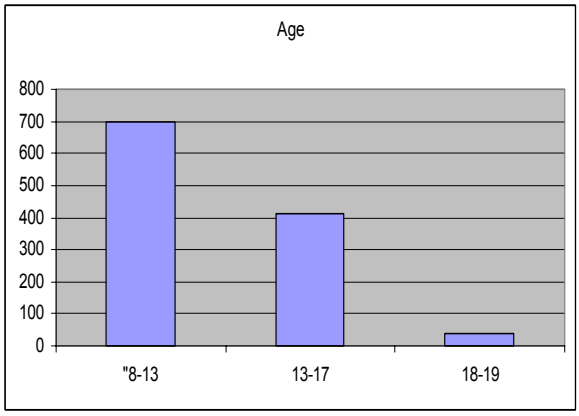
	Connexions	HAPPY	CF	Total	%
Male	72	606	166	**844**	**65**
Female	23	306	122	**451**	**35**

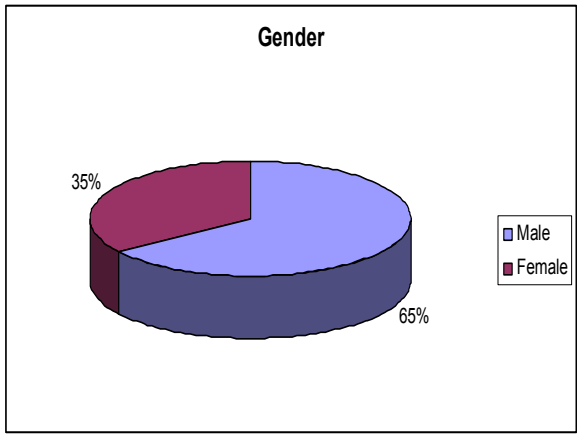
By Ethnicity

	Connexions	HAPPY	CF	Total	%
White British	50	541	204	**795**	**61.39**
Irish	0	8	0	**8**	**0.62**
Other White Back	5	1	0	**6**	**0.46**
Bangladeshi	0	34	18	**52**	**4.02**
Indian	1	35	3	**39**	**3.01**
Pakistani	4	63	0	**67**	**5.17**
White & Black Carib	0	43	18	**61**	**4.71**
Caribbean	5	45	0	**50**	**3.86**
Other Ethnic Group	1	49	0	**50**	**3.86**
Other Mixed Group	16	19	0	**35**	**2.70**
Black British	0	4	0	**4**	**0.31**
Other Black British	0	9	0	**9**	**0.69**
White Asian	0	11	6	**17**	**1.31**
Other Asian	6	11	0	**17**	**1.31**
Not Known	7	39	39	**85**	**6.56**


Ethnicity breakdown
1%
1%
1%
0%
3%
4%
4%
5%
5%
3%
4%
0%
1%
7%
61%
White British
Irish
Other White Back
Bangladeshi
Indian
Pakistani
White & Black Carib
Caribbean
Other Ethnic Group
Other Mixed Group
Black British
Other Black British
White Asian
Other Asian
Not Know n


Ethnic Minoirity Breakdown
90
80
70
60
50
40
30
20
10
0
Irish
Other White Back
Bangladeshi
Indian
Pakistani
White & Black Carib
Caribbean
Other Ethnic Group
Other Mixed Group
Black British
Other Black British
White Asian
Other Asian
Not Known


Age
800
700
600
500
400
300
200
100
0
"8-13
13-17
18-19


Gender
35%
65%
Male
Female

4. Soft Outcomes

Project Objectives	Measure method	Actual year one	Target year two
Reduce anti social behaviour and crime	Contacts have been made with the police who will attempt to pull us some crime statistics for the neighbourhoods that we have worked in.	Contacts with police on Town Team Coordinating groups. Connexions are working with Government Office and Local Police to identify measurements	Clear targets set for the measurement of success for the measurement of: • Car Crime • Damage • Street crime
Support young people back into education and training and helping them stay there	Attendance records of YP who have engaged in HAPPY are to be analyzed, pre & post HAPPY. Connexions P.A's to assist us in doing this.	Information produced on the analysis of those attending. Coordination meetings with Connexions to link young people into accreditation.	Accreditation programme for activities developed for young people.
Ensure appropriate support as young people move between activities and, particularly, between primary and secondary school	Effective delivery of programmes for 8-12 years olds. Programmed in to activity programmes.	Specific activity programme developed for young people 12 and under.	Specific activity for young people aged 12 and under particularly targeted at Children's Fund neighbouroods.
Provide access to services of the highest quality and ensure that young people can continue to develop to their potential after the end of the programme	Case Studies- particularly around the top 70 group to access these outcomes. To be conducted by keyworkers and senior youth workers	Case studies completed at each holiday period and fed into steering group. This report contains some of those	Case studies developed by Town Teams in each of he holiday period.
Give opportunities for personal development	Monitor of personal development and	Key workers have developed case specific monitoring for	Develop a referral-tracking system for the second tier.

Project Objectives	Measure method	Actual year one	Target year two
	accreditation to be included as part of the town by town monitoring process	each of he young people in the top 70	
Address issues of social and community cohesion	Development of Town based action teams and support and development for Sports Clubs	Each Town has a specific cross agency group planning and developing activity for the Holiday periods. Sports Clubs are being researched as to their suitability	Maintain Town based delivery groups and work with 12 sports clubs over the year to provide activity within the programme.

5. Evaluation of meeting NRF objectives.

The programme targeted the neighborhoods within each Town of the highest levels of deprivation in addition to those neighborhoods identified by the Sandwell Children's Fund. The neighborhoods were selected because they have one of several needs: -

Secondary level of young people	Measure method	Actual year one	Target year two
Young people at risk of/engaging in anti-social behavior	Make links with police and youth offending team to compare if the YP that have engaged in HAPPY are the same YP that are on their lists.	The Youth Offending Team are represented on the Steering group aiding coordination	Sharpen targets for the coming year.
Community cohesion issues	Increase the number of voluntary sector providers particularly amongst sports clubs.	Two sports Clubs have started work on developing programmers for activity	Ten sports Clubs being aided in meeting Club Mark standards (or equivalent NGB accreditation)
Crime 'hotspots'	Links have been made with local police who will pull down some crime stats. A comparison will establish if the areas that HAPPY has targeted are 'crime hotspots'.	The local Police are invited to be part of the local delivery group meetings in each of the six towns	Further sharing of information to ensure targeting of "hot-spots" to ensure coordinated working
Clusters of truancy	Education Welfare Officers maybe able to assist us in identifying high areas of truancy. We can them measure the impact of HAPPY on these areas.	EWO invited to become members of the local delivery groups	Mapping exercise to be carried out to inform Town based delivery groups
Lack of facilities and services for young people and young	The maps that Sport Structures provide can identify the geography of the YP who accessed the programme	Maps produced and used to assist Town Planning	Standardised reporting to each of the Towns and the steering group

Secondary level of young people	Measure method	Actual year one	Target year two
people unable to access activities due to location and deprivation	along with the location of the venues they attended.		

NRF Targets

Definition of Target: How each town will contribute to the cumulative targets

Baseline Year	2003	2004/05		2005/06	
	Actual	Target	Actual	Target	Actual
Engage 11 YP from the top tier group in the programme	9	11			
Engage 300 YP from the 2nd tier in the programme	241	300			
3 voluntary sector providers to have delivered on the programme	0	3			
17 YP who engaged in HAPPY prog' to become members of a voluntary sector club	New target	17			
17 YP to engage in mainstream youth provision for 1st time	New target	17			
20% of young people to have engaged in the programme 10 or more times	19%	20%			

Intermediary Measures: Borough-wide

Baseline Year	2003	2004/05		2005/06	
	Actual	Target	Actual	Target	Actual
Reduce anti social behaviour and crime in targeted neighbourhood		15%			
Support young people back into education and training - YP on accredited courses		20			
Ensure appropriate support as young people - specific programmes for under 12's		60			
Provide access to services of the highest quality - young people in term time activity		200			
Provide access to services of the highest quality - satisfaction with the programme		80%			
Give opportunities for personal development - mentoring/ award schemes		30			
Contribute to social and community cohesion - voluntary clubs involved		24			

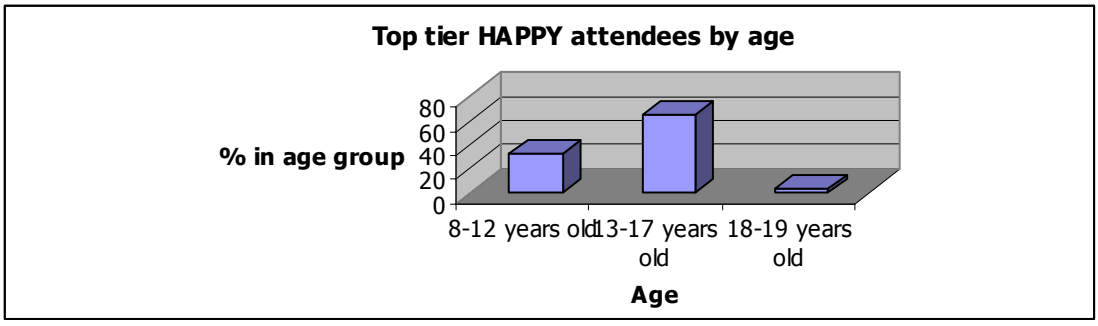
6 Evaluation of the 'Top 70'

6.1 As reported earlier in the report, there were 95 Young people who received intensive keyworker support from connexions. The following table indicates were those young people came from:

Town	Number of YP who came from that town	%
West Bromwich	48	50.5%
Oldbury	7	7.4%
Smethwick	6	6.3%
Wednesbury	2	2.1%
Rowley Regis	5	5.3%
Tipton	6	6.3%
Not Offered	21	22.1%

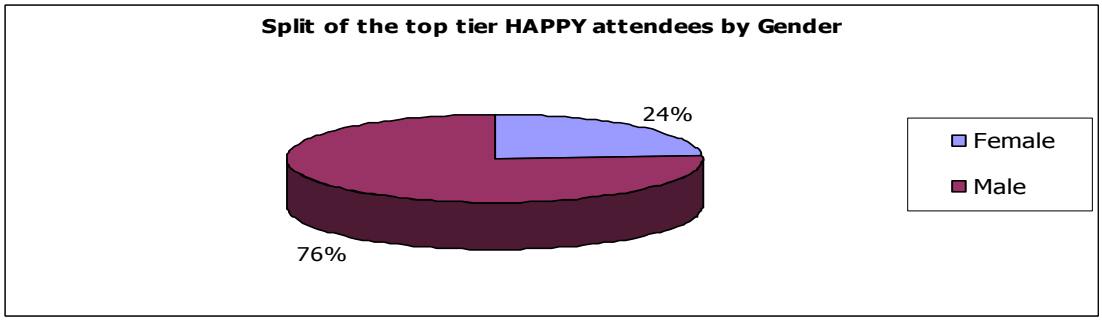
6.2 The top tiered group by age:

- 31.7% were 8-12years old
- 64.6% were 13-17years old
- 3.7% were 18-19years old



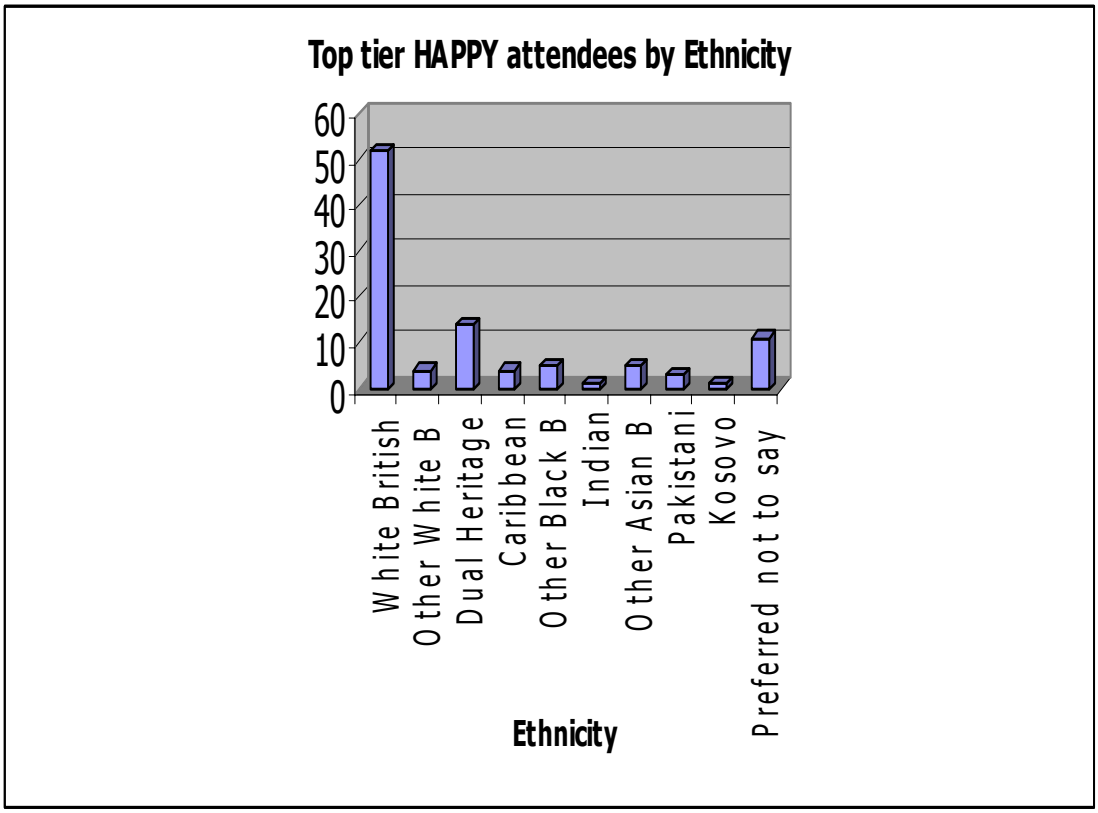
6.3 The top tiered group by gender:

- 24.4% were Female
- 75.6% were Male



6.4 The top tiered group by ethnicity:

- 52.4% described themselves as White British
- 4.9% described themselves as Other White Background
- 15.9% described themselves as Dual Heritage
- 4.9% described themselves as Caribbean
- 6.1% described themselves as Other Black Background
- 1.2% described themselves as Indian
- 6.1% described themselves as Other Asian Background
- 3.7% described themselves as Pakistani
- 1.2% described themselves as Kosovo
- 3.7% preferred not to say



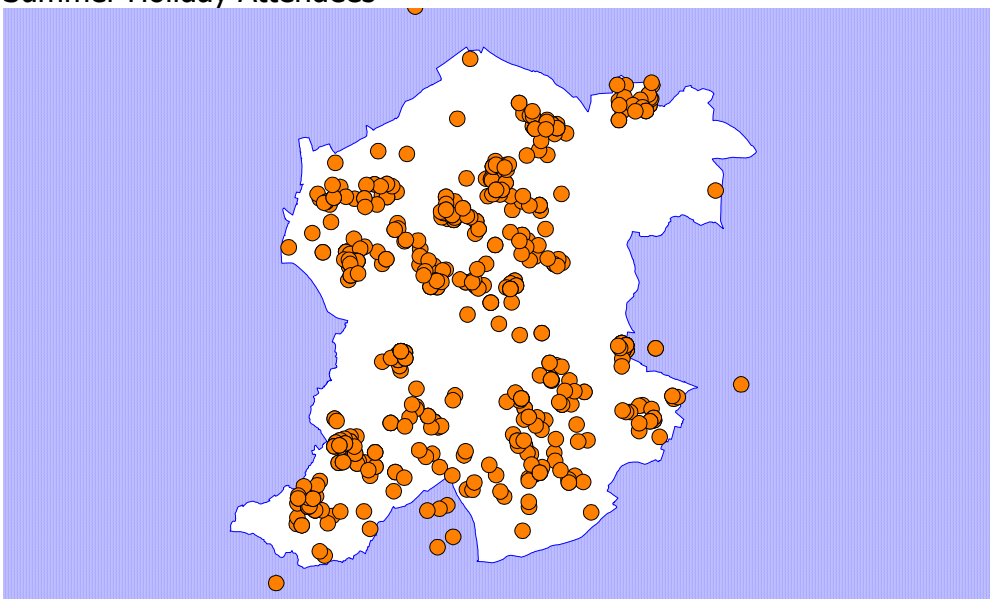
7. Evaluation of the 2nd Tier

7.1 As reported in section 4, there were a total of 912 young people from the 2nd tier that engaged in the programme surpassing the target by 312. The table below breakdown the number of individual attendees by town and holiday period (as recorded on the database). N.B: The same individual could have attended that activity for more than one period e.g. summer & October.

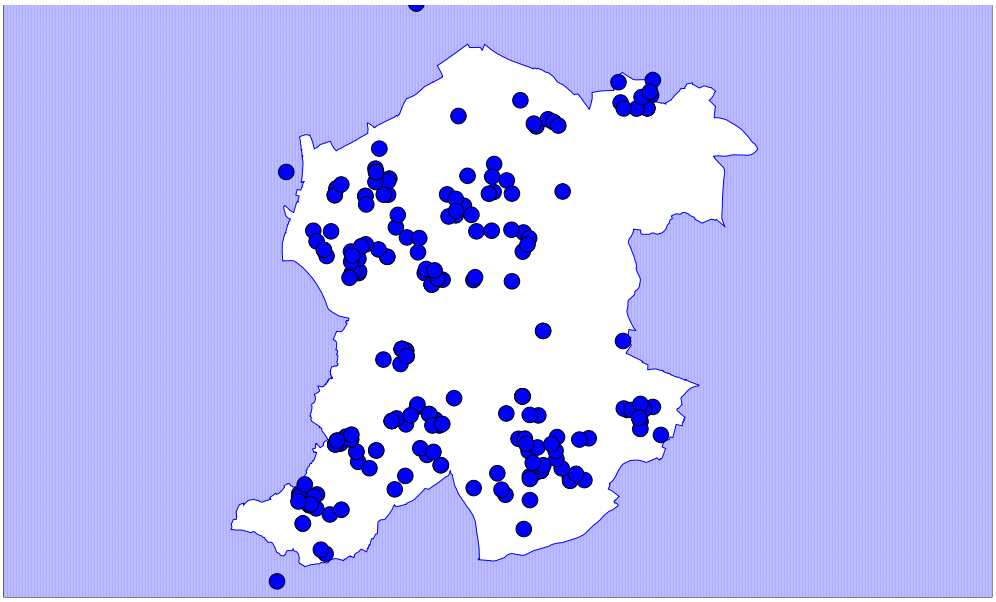
	Summer	October	Christmas	February	Total
Tipton	85	65	38	91	279
Smethwick	101	58	69	61	289
West Bromwich	171	35	33	49	288
Wednesbury	72	10	18	53	153
Oldbury	71	25	18	23	137
Rowley Regis	114	68	35	84	301
Total	614	261	211	361	**1447**

7.2 The total number of visits within the 2nd tier group was 4852. This means that the average young person engaged in the programme on just over 5 occasions. The following four diagrams indicate the distribution of young people for each holiday period according to those young people that were registered on the database. It clearly demonstrates that the targeted approach taken was successful.

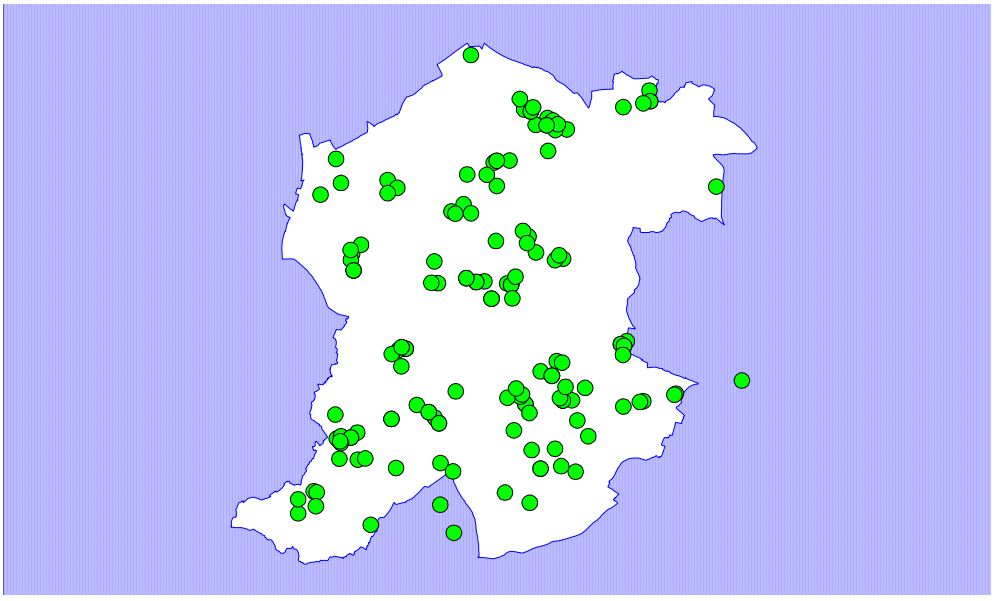
Summer Holiday Attendees



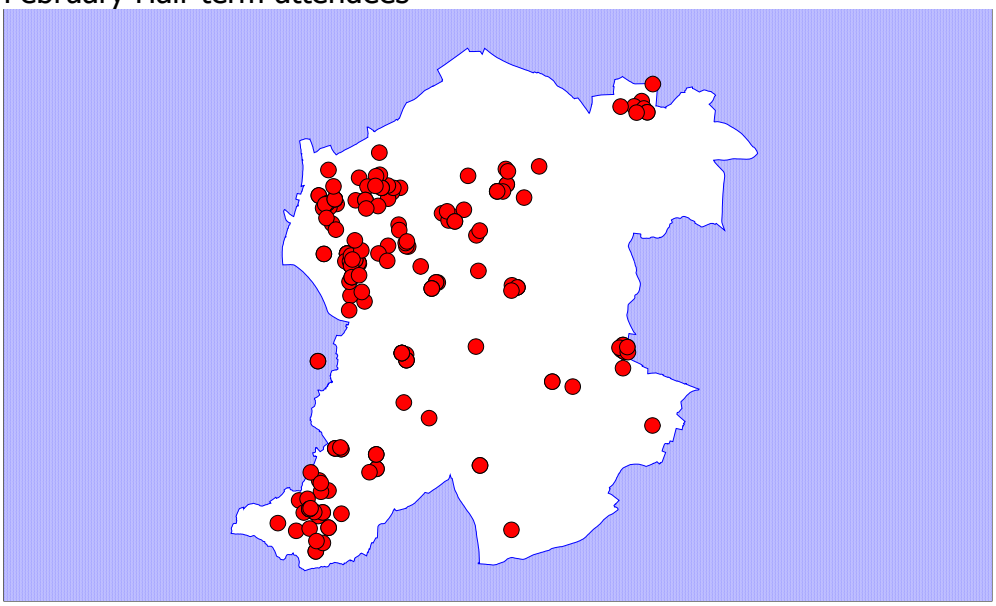
October Half-term Attendees



Christmas attendees

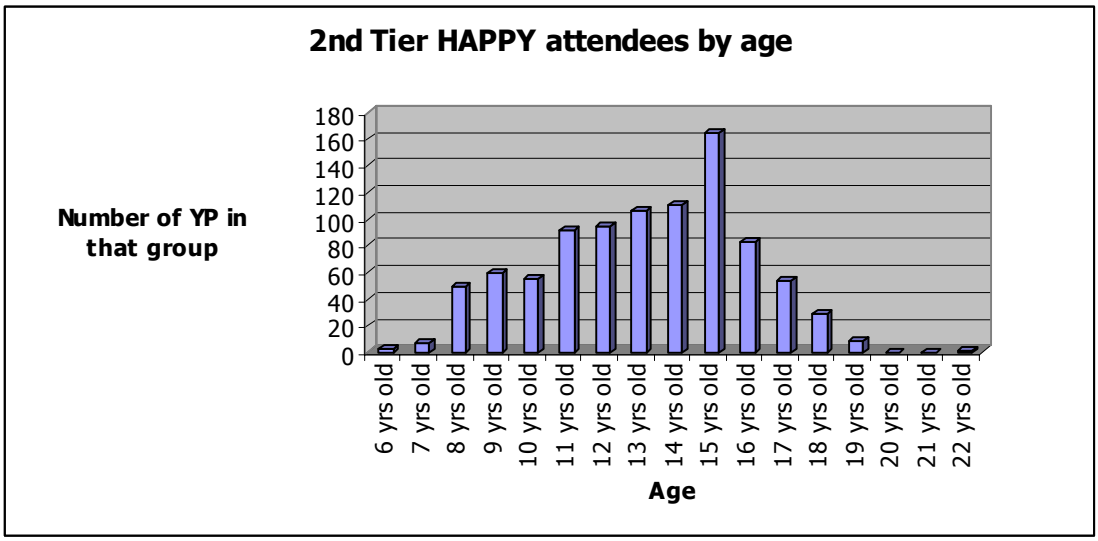


February Half-term attendees



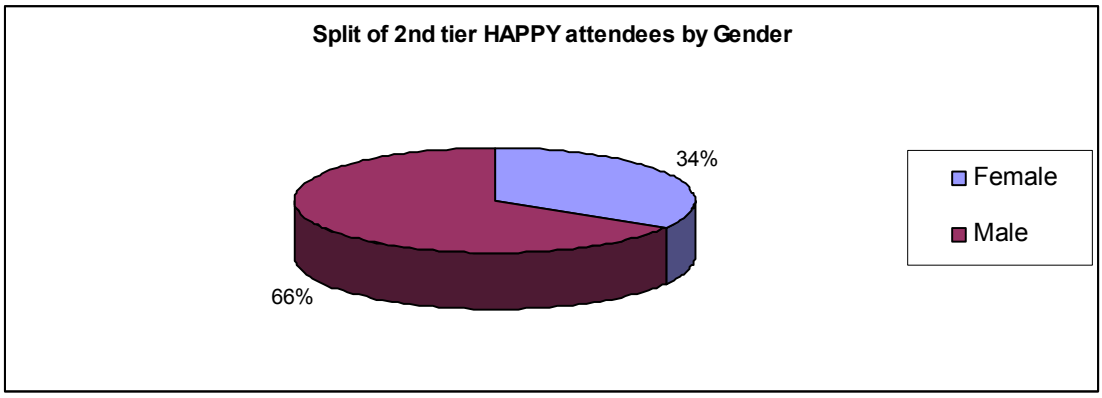
7.3 Of those that were registered on the database. In relation to age (numbers in brackets):

- 19% (173) 10 or under
- 31.9% (291) 11-13
- 45% (410) 14-17
- 4.1% (38) 18+



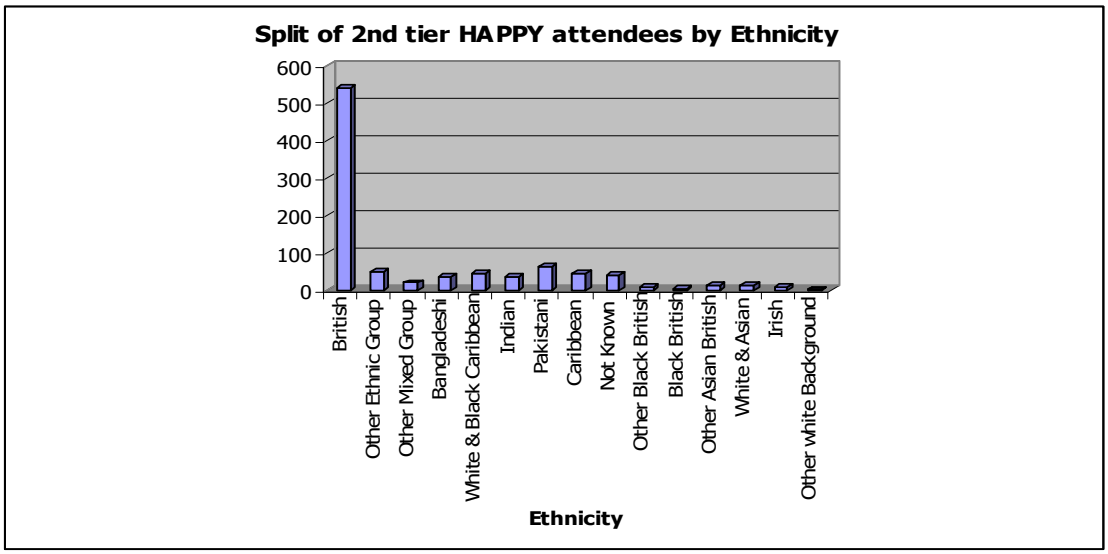
7.4 In relation to Gender (numbers in brackets)

- 33.6% (306) were female
- 66.4% (606) were male



7.5 In relation to ethnicity (numbers in brackets)

- 59.3% (541) described themselves as British
- 0.9% (8) described themselves as Irish
- 0.1% (1) described themselves as other White background
- 3.7% (34) described themselves as Bangladeshi
- 3.8% (35) described themselves as Indian
- 6.9% (63) described themselves as Pakistani
- 4.7% (43) described themselves as White & Black Caribbean
- 4.9% (45) described themselves as Caribbean
- 5.4% (49) described themselves as Other Ethnic Group
- 2.1% (19) described themselves as Other Mixed Group
- 0.4% (4) described themselves as Black British
- 1% (9) described themselves as Other Black British
- 1.2% (11) described themselves as White & Asian
- 1.2% (11) described themselves as Other Asian British
- 4.3% (39) did not give their ethnicity

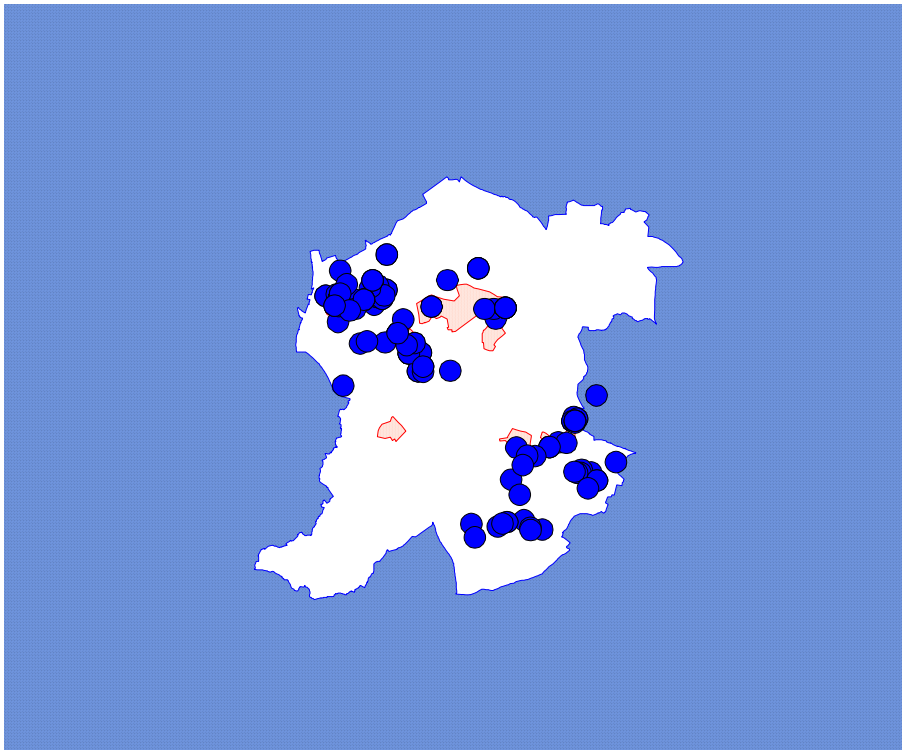


8. Evaluation of the Sandwell Children's Fund specific & under 13 programme

8.1 Funding provided by the Sandwell Children's Fund allowed the programme to widen the age range of provision to from 8-13 to 5-13. It also allowed the 5-13 age group to receive some specific provision with the designated Sandwell Children's Fund neighbourhoods of:

- Grace Mary (Oldbury)
- Albion Estate/North Smethwick, Galton Village (Smethwick)
- Great Bridge, Tibbington Estate (Tipton)
- Tantany (West Bromwich)
- Harvills Hawthorn and Hateley Heath

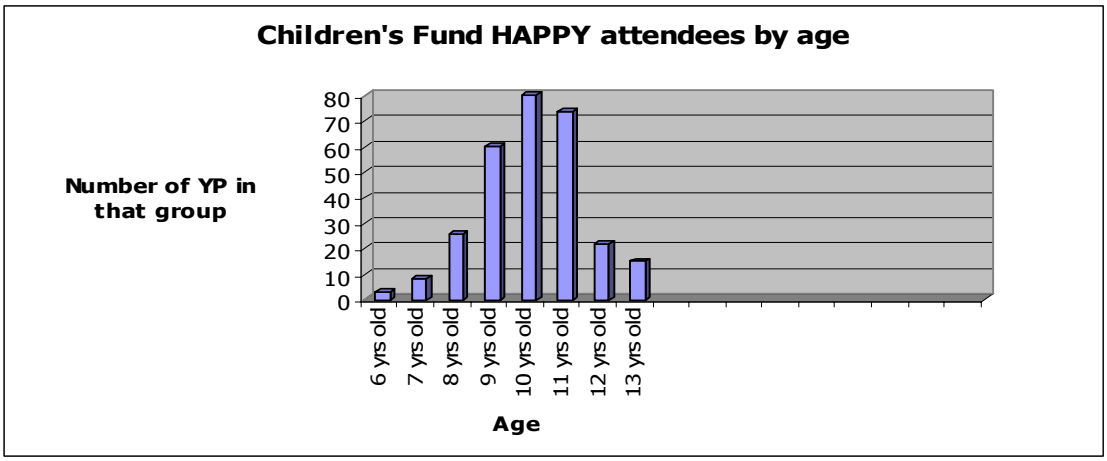
8.2 As stated earlier in the report the programme exceeded the target set of 500 visits on the programme by young people aged 5-13. The total number of attendances made by young people within this age group was 956. The following map highlights were the young people who attended the programme from the 5-13 age group came from against the backdrop of the targeted Sandwell Children's Fund neighbourhoods.



8.3 The total number of young people within the 5-13 age group who took part in the programme was 752. A total of 288 young people attended activities that were specifically put on for young people within the targeted Sandwell Children's Fund neighbourhoods.

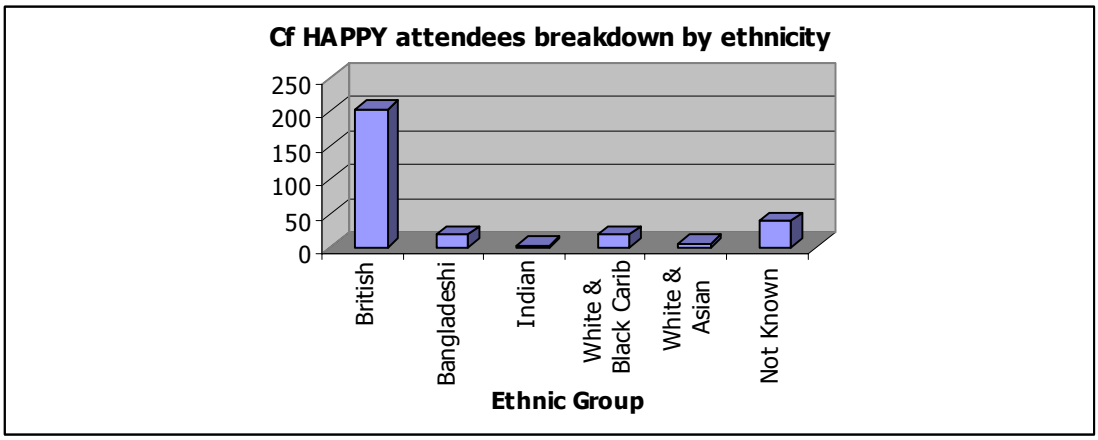
8.4 Of those 288 young people who were registered on the database. In relation to Age (numbers in brackets):

- 1% (3) were 6 years old
- 3% (8) were 7 years old
- 9% (26) were 8 years old
- 21% (60) were 9 years old
- 28% (80) were 10 years old
- 26% (74) were 11 years old
- 8% (22) were 12 years old
- 5% (15) were 13 years old



8.5 Of those that were registered on the database. In relation to Ethnicity (numbers in brackets):

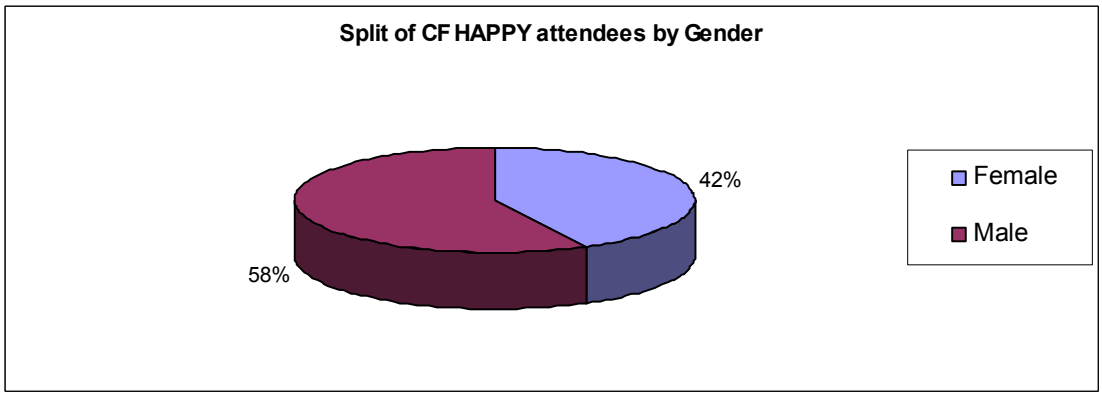
- 70.8% (204) described themselves as British
- 6.3% (18) described themselves as Bangladeshi
- 1% (3) described themselves as Indian
- 6.3% (18) described themselves as White & Black Caribbean
- 2.1% (6) described themselves as White & Asian
- 13.5% (39) did not give their ethnicity



8.6 The graph clearly displays that the under 13 programme did not attract many young people from different ethnic groups which may be development focus for future programmes delivered for this age group.

8.7 Of those registered on the database. In relation to Gender (numbers in brackets):

- 42.4% (122) were Female
- 57.6% (166) were Male



The male/female split for the under 13 age group was reasonably successful as the programme attracted a fairly even split of attendees from each gender.

9. Young People Case studies

There have been many examples of positive outcomes within year 1 of the programme. In particular, the young people who have received keyworked support have taken some really positive steps to changing their behaviour in a positive manner. Below are a few examples:

Case Study 1
Background:
Referred from: SPARC
Reason: Has been excluded from school and has violent episodes when things don't go his way
First attendance: Christmas holidays
Keyworker comments:

> **"**After reviewing the week with the service provider and the client, I received excellent feedback. He attended all four sessions and engaged fully. Subsequently he has started to attend school again on reduced curriculum. I have also helped to set up a programme with an arts provider to enable the client to go into the studio during the time he is not in school and write, perform and lie down a track as well as designing the CD cover and a video. Due to the complexity of some of the clients issues we are not looking at integrating him into an after school club as yet however he is eager to re-engage in the February programme."

Case Study 2
Background:
Referred from: Personal Advisor for looked after children
Reason: Both clients have been involved in crime, anti-social behaviour & are currently going through the court process. They are currently not in any form of education or training.
First attendance: Whitsun holiday
Keyworker comments:

> "Both clients attended the same programme of activities which included kick boxing, skate boarding, BMX biking & multi-sports. Following the evaluation process, I am pleased to say both client Y&Z are now attending the same youth club twice a week. Client Z has also started to take part in the youth club at Wheels 2000, where he is learning basic mechanic's and how to ride scooters and motorbikes properly. Discussions are also taking place with their PA, the unit and the educational department, to get both clients back into education".

Case Study 3
Background:
Referred from: Pupil Referral Unit

Reason: The client has been excluded from school & has a number of other issues, including being involved in local crime.
First Attendance: October Half-Term
Keyworker comments:

"The young person took part in three activities: football coaching, motor cycle training and riding. The young person made new friends at the activity and subsequently joined the local youth club which they attend two days a week. The young person also completed a basic training course with the Wheels 2000 project which provided eight weeks of supervised motor cycle training with a final exam. The young person stated that his 'social skills had improved and he had greater confidence with interacting with new people'."

Case Study 4

Background:

Referred from: 'On Track' Children's Fund Project
Reason: Two young people who have various issues within their schools, family & local community.
First Attendance: October Half-Term
Keyworker comments:

"The young people attended the October programme for the full week which included sports sessions and off-site visits. The young people were extremely keen to get involved in the holiday programme again and were going to get involved in activities that take place after school & on weekends.The family members stated that the programme was a very good opportunity for the youngsters as it 'gave them something to do and kept them out of trouble'."

10. HAPPY partnership approach

10.1 The Sandwell Holiday Programme has brought together a number of different partners who have offered added value and specific expertise to project. The different agencies that have been involved in the Sandwell Holiday Programme are:

- Connexions
- Sandwell Children's Fund
- Neighborhood Renewal Fund
- Sandwell Youth Service
- Sport Structures Ltd
- NRF Sports Development Team
- Malthouse Outdoor Pursuits Centre
- Arts In Sandwell
- External Delivery Agents
- Youth Offending Team

10.2 Each agency brought specific value to the programme in the following areas:

- Funding
- Co-ordination
- Delivery

10.3 **Funding**

Funding was provided by Connexions, Neighbourhood Renewal Fund, Sandwell Children's Fund and the Pathways to Employment through sport programme.

10.4 **Co-ordination**

Sport Structures Ltd was contracted by Sandwell Youth Service to assist them in the management and co-ordination of the Holiday Programme. The programme was co-coordinated on a town level through the six Senior Officers for Young People.

10.5 **Delivery**

The programme was delivered on a town-by-town basis using a mix of public, private and voluntary providers.

10.6 **How do the partnerships work?**

A borough wide steering group was established which involved various agencies. Steering Group representation was made up of representatives from the following agencies: Sandwell Youth Service, Sport Structures Ltd, Connexions, Sandwell Children's Fund, Neighbourhood Renewal Fund, Police & Youth Offending Team. The steering group allowed the partners to be involved in key decision-making that would direct and shape the programme.

10.7 In addition to the Steering Groups there is also a borough wide Delivery Group (DG). The DG coordinated by Sport Structures Ltd who engaged Senior Officers for Young People, Connexions keyworker team, Arts in Sandwell & Malthouse Outdoor Pursuits Centre.

10.8 The delivery group discussed and agreed how to interpret and implement the policy decisions made at the Steering Group. The Delivery group allows the partners to share & discuss good practice and allows the agencies to be involved in key decisions on a delivery basis.

10.9 Finally each town has a Young Persons Sub-group. This group is made of representatives from within the towns who can contribute to the delivery of the programme and/or implement the targeting/marketing of the programme. Agencies in attendance at these groups are: Senior Officer for YP, Malthouse, Arts in Sandwell, Local Police, YOT, Senior Youth Workers & Detached team and members of the voluntary sector. This group influences what goes into the programme at a town level based on the criteria and decisions made at the Steering group and delivery groups.

10.10 The partnership approach has brought a number of benefits to the programme. Funding for the programme has been increased which has increased the number and improved quality of the activities that have been organised. However it is recognised that still some work needs to be done to develop these local action groups.

10.11 Different partners at the Steering Group programme have used their knowledge and experience of being involved in other programmes to direct the programme away from potential problems.

10.12 Delivery by the town teams has allowed the programme to benefit from the working knowledge that each of the Senior Officers has on their specific towns. The Senior Officer's specific knowledge of their area allows them to deploy the detached teams in the programmes target neighbourhoods. Their knowledge also assists the targeting of young people within the 2nd tier target group.

10.13 The partnership created with Arts in Sandwell & Malthouse Outdoor Pursuits Centre has allowed the programme to use their specific knowledge and expertise within arts & outdoor pursuits respectively.

10.14 The agreement with Arts in Sandwell & Malthouse Outdoor Pursuits centre to act as a central conduit for the booking of arts and outdoor pursuit's

providers has not only simplified the booking process but has guaranteed quality as they have expertise within their respective fields.

Benefits to the Young People

10.15 The partnership approach has brought a number of benefits to the young people engaging in the programme

10.16 Exit routes into mainstream youth provision have enabled young people in the 1st tier 'at risk' group to attend youth clubs on a regular basis. This is due to the excellent partnership work between the Connexions keyworkers and youth staff.

10.17 The advantage of using the youth service to deliver the programme was that the detached teams were deployed in the target neighbourhoods to work with the young people in-between the holiday periods.

Voluntary Sector working

10.18 The project plan has been developed to build the capacity of local voluntary sector, particularly targeting sports clubs to equip them with sufficient training, skills and resources required to deliver elements of the summer programme. The project will identify local leaders and coaches, provide them with training opportunities to build their ability and confidence to deliver on a programme of this scale. The project also looks to develop local sports clubs with the tools to provide young people who engage in the holiday activities with an exit route that is safe, sustainable and delivering a high quality activity sessions.

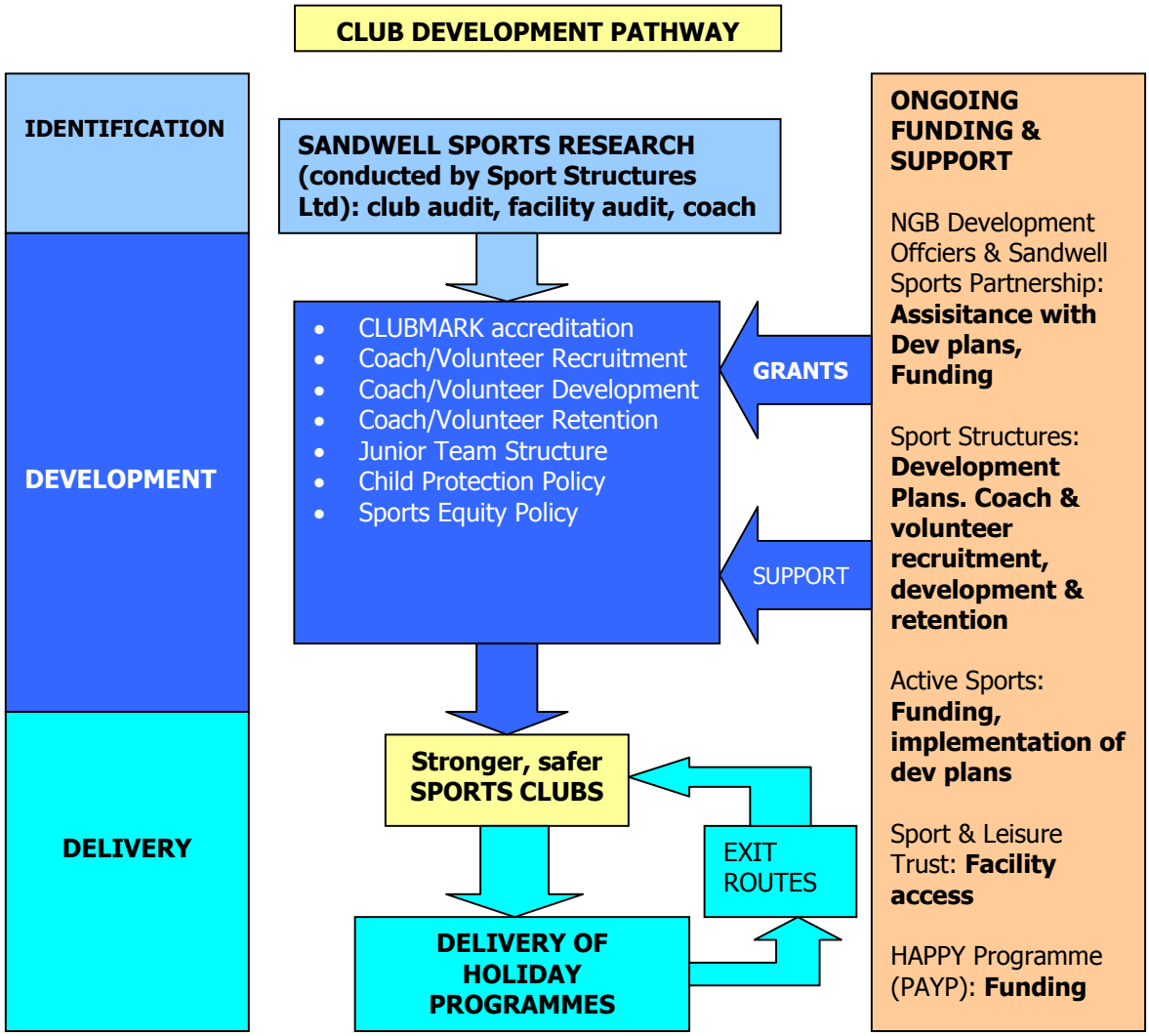
10.19 The sports element is already in motion. It will involve a partnership approach consisting of four organisations: Sport Structures Ltd (who represent the holiday programme & youth service), Black Country Active Sports (soon to be Black Country Sports Partnerships), Sandwell Sports Council, Sport & Leisure Management & Sport Specific Regional Development Officers. The partnership approach will provide combined funding & expertise that can provide the project with the necessary tools to offer voluntary sports clubs with a comprehensive support package to assist their development.

11. Enhancement of the voluntary sector

11.1 The voluntary sector has a key role to play in the HAPPY programme if the programme is to be sustainable and have any long-term success. As such, Sport Structures have spent the first year developing a club development plan in partnership and consultation with the following agencies:

- Sport & Leisure Trust,
- Black Country Sports Partnership (formally known as Black Country Active Sports)
- Sandwell Sports Council
- Local sports clubs
- Regional Development Officers for specific sports

11.2 A following delivery model has been developed to enhance the structure of clubs, enabling them to deliver holiday programmes and provide young people with safe, suitable exit routes from their participation on HAPPY activities into their local sports club.



11.3 The above model begins with the initial identification of all the voluntary sports clubs in Sandwell. This has taken place and contact has been made with these clubs. The 2nd Phase: Development is the critical stage for the enhancement of voluntary sector clubs. The clubs will be given individual support to enhance the structure of their club to make it safe & accessible to young people and adults within the community. Ensuring that the clubs structure is solid and that it operates a quality, safe, equitable junior programme is crucial. This work needs to be done before the club is asked to deliver elements of the HAPPY programme.

11.4 The final (3rd) phase empowers the voluntary sports clubs to deliver elements of the HAPPY programme. This will allow young people to receive coaching from qualified, often very experienced coaches who are from clubs that are very local to the young people. This will allow the young people to develop relationships with the voluntary club coaches and take part in holiday programmes which may sometimes be based at the clubs own facility. The club development programme will help to breakdown some/all of the following barriers which stop young people from taking part in sport at local clubs:

- Don't know where the clubs are
- Don't know who the clubs are
- Don't know anyone at the club

(The use of club coaches delivering the HAPPY prog' will remove this barrier)

- Transport (local clubs will be delivering the programmes so transport will become less of an issue)
- Don' know anyone at the club (YP will now know the coaches)
- Experience racism, sexism, discrimination at clubs (the 2nd phase development of an equity policy will prevent this)
- Club has a poor/non-existent junior section (2nd phase development of a structured junior section will remove this barrier)
- Young people receive poor coaching (2nd phase coach education programme will improve the quality of the coaching

11.5 This model is quite sport specific but can be adapted and used to develop a plan to develop other voluntary sector agencies.

12. Recommendations for Year two and beyond

Project Planning

12.1 The programmes at a town level could be planned in a more co-ordinated way. Sport Structures role can evolve to take a more focused 'hands on' approach and provide each town with a supportive project planning package. This will give the Senior Officers the support they are requiring and requesting and will provide a much smoother, direct link between the Steering Group & the Town Teams on a policy and planning level.

Targeting

12.2 The use of the detached teams supporting the neighbourhoods identified by the HAPPY programme was reasonably successful in targeting young people from within the '2nd tier'.

12.3 However, a clear, consistent referral process for the 2nd tier has not been formed as yet. A referral panel for each town should be formed to include agencies that can refer young people onto the programme on a town basis. The membership of this panel should be pulled together by the Senior Officers for Young People with the process being supported by Sport Structures. Membership of this group should include agencies such as the local police, YOT, connexions PA's etc.

Accreditation

12.4 The first year has allowed time for the foundations of the programme to be established, delivering the programme to a consist standard on a regular basis. The Senior Officers should now be focusing on planning programmes that offer young people solid outcomes by delivering programmes that offer meaningful opportunities for accreditation. This will result in the programme having a more meaningful impact on a young person's life in terms of improving their self esteem, confidence and improving there educational and employment prospects. Sports Structures role within this should be to build a focus on accreditation within the project planning package.

12.5 The Education and Lifelong Learning team can have a role to play in establishing accredited programmes. Ideas for accreditation along with a support package for the Senior Officers can be provided by the Education and Lifelong Learning team.

The voluntary sector

12.6 The involvement of the voluntary sector in delivering the programme and/or providing exit routes for young people needs to be built upon for the 2nd year. Sport Structures will lead on developing and enhancing the capacity of the voluntary sector sports clubs to deliver holiday programmes for the summer. A number of different partners will be assisting this as detailed in the previous section (enhancement of the voluntary sector). This can act as a good practice model to then develop the voluntary sector in areas other than sport.

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