Committee: Children & Young People Scrutiny Committee

Date: 21 September 2011

Agenda item: 7

Wards: all

Subject: New Strategy for the Youth Service

Lead officer: Keith Shipman

Lead member: Councillor Maxi Martin

Forward Plan reference number:

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Recommendations:

A. That Scrutiny note the contents of the report and feedback to the youth transformation partnership board areas that they would encourage the group to consider.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. To provide C&YP scrutiny with information on the current provision of youth services locally and to update Scrutiny of the work to date of the youth transformation partnership board YTPB.
- 1.2. To seek advice on any areas that Scrutiny would like the YTP Board to consider to inform its future work.

2 DETAILS

BACKGROUND

- 2.1. A combination of the loss of specific grant and the need to deliver savings for the Council's own medium term financial strategy, has resulted in the loss of over 1m which would have funded direct provision for young people locally. Much of the specific grant funding was short term and linked to specific national initiatives, however it enhanced significantly the local offer. This is a picture shared nationally and on average youth services have seen an average reduction of 19.5% between 2009/10 and 2010/11.
- 2.2. In this context CSF with its Children's Trust and Youth specific partners (commissioners and providers) have needed to take stock of our current combined provision and to develop a shared vision for future local youth provision on a reducing budget to ensure that we achieve maximum opportunities for our young people within the resources available.
- 2.3. **National Context.** Over a number of years nationally and locally, there has been an increased focus on youth work. This has been in response to research collated by the treasury of the long term impact of positive activities as being essential for high and low skills employment.
- 2.4. This research showed that engagement in a positive activity as an adolescent was the main contributing factor after successful school and

parental support that affected the successful life chances and economic success of adults. Local authorities were given the statutory responsibility to "place shape" to provide sufficient things to do and places to go for young people. This was a focus on positive activities – youth work as discreet courses or activities. In addition the clear link was made between anti social behaviour and targeted youth provision. Many schemes were set up to specifically reduce perceived and actual anti social behaviour and crime, much of this was funded by short term specific grants.

- 2.5. Each authority has had to undertake a needs analysis and ensure that young people were given a voice in what was provided for them and with them. There was (and continues to be) no presupposition that this work should be provided by the local authority. In addition there was a focus, with every child matters in better coordination and management across the wider adolescent service sector into integrated and targeted youth support. This increased investment through grants expanded youth work significantly.
- 2.6. Following their election, the Coalition government has started pilots of the new National Citizenship programme summer schemes for 16 year olds involving both residential experience and voluntary activity locally. Merton is not a provider of these schemes but many local 16 year olds applied to attend the first round of these schemes.
- 2.7. A national all age careers advice and guidance service is being set up from September 2012 and schools have gained the statutory duty to deliver independent careers advice and guidance from Sept 2012.
- 2.8. Wider youth policy is emerging. The coalition government is part way through a consultation of youth. There are a large number of strategic papers that the DfE has produced and some key speeches by ministers. These see youth provision as important in supporting targeted young people. They also look to see if youth work can be funded by a wider network of people and organisations. They are exploring models where businesses, individuals and community based organisations would fund local youth provision. They are seeing greater community involvement in youth work and greater voluntarism.
- 2.9. **Merton Context** In Merton we have achieved our statutory responsibilities through partnership work. Youth Work in Merton is delivered through a wider range of organisations from the completely voluntary led through to commissioned and procured services by the council and then those provided by our in house youth service.
- 2.10. Following the failed inspection of the council's youth service in September 2004 the youth service was reconfigured from 6 centres to concentrate on 4 (South Wimbledon, Phipps Bridge, Wyvern and Pollards Hill) and to seek opportunities for the other 2 sites (Eastfields and John Innes). A targeted service was developed where at risk young people can be referred to a youth worker who will engage and support them. These staff are deployed to work with schools, and the youth offending service.
- 2.11. John Innes centre has been rebuilt and is now run by the YMCA. The Eastfields site is now the Intergenerational Centre and adventure playground. In addition the youth services have:

- Developed Duke of Edinburgh in other schools and the open centre.
- Developed detached work linked to the Joint Tasking group.
- Developed Insight, as a one stop shop for young people.
- Enhanced our commissioning into a more robust process cited by
 Ofsted in their recent thematic inspection report as an example of
 good practice for involving young people in decision making. We have
 much better feedback to and from commissioned organisations.
- Sustained the Merton Youth Partnership, to integrate and support the voluntary sector youth provision into a wider offer.
- Developed the positive activities agenda with schools initially through extended services, summer university and school sports partnership. (The funding for these initiatives has now ended however we are still running with partners a KICKz programme and schools are developing their after school activity programmes towards targeted young people).
- Developed with 'aiming high' opportunities for disabled young people through Magic and All Starrz summer scheme.
- Consolidated the Adventure Playground and the new web site for young people advertising youth opportunities.
- Developed a targeted key working model at centres and across a small team of targeted youth workers.
- 2.12. The outcome of all these developments has been a significant rise in participation and accredited outcomes. The basic participation data shows that from 2007 -11 participation in Merton youth services has risen to 2,500 young people from 1400 so even on less funding more young people have been involved. There has been no national benchmark since 2008/9 however even with this significant rise Merton's participation rate was 18% below the national benchmark, but 1% above the benchmark for accreditation. We do not know what has happened nationally to the levels of participation, but we would be above that 2008/9 benchmark now.
- 2.13. Merton has achieved significant improvement in young peoples' lives and futures. There has been a significant reduction in Not in Education and Employment (NEET)s, a falling rate of teenage pregnancy, first time entrants into the youth justice system decreasing, rates of permanent exclusion falling, and rates of persistent absence decreasing. However first time entry, NEET and permanent exclusion and persistent absence are still higher than London averages. A further challenge is the rise in reoffending and serious youth violence.
- 2.14. The findings of the June 2008 scrutiny report on Gangs has also been addressed through a number of activities. There was a concern that not enough was being done for younger people since the report we have developed work in primary and secondary schools using the "Miss Dorothy.com" education materials. This is about safety and crime prevention. Schools can choose to use the resources, but after the initial

training and funding for all primary schools many have continued to use the resources. We have developed the very successful adventure playground at Eastfields, which targets a younger age that was highlighted in the report of 8 – 13 year olds. There has been a significant expansion of parenting provision since the report. The parenting courses and support for parents of adolescents is coordinated through the Youth Justice service - prevention team and messages about crime prevention and helping young people to stay safe are central to that work. This was initially funded by a grant and has been maintained this year through the early intervention grant funding. Gangs and networks of offenders change, grow and disappear – many in Merton are friendship groups. The Youth Justice service with partners has developed the Offender Management Panel – this multi agency panel reviews all cases of high concern for young people and adults – with police. anti social behaviour staff, social care, probation and the youth service. This helps us to identify and target work with specific young people and counter gang activity.

2.15. The Ofsted report on local authority responsibilities in positive activities integrated and targeted youth (Supporting Young People 2010) notes the progress that local authorities have made in the improvement of youth services. In its key findings several are significant to the development of a transformation approach in Merton:

"The priority given to targeted support for a minority of young people seen to be at risk had often undermined the contribution which universal youth services made to the development of young people more generally."

- 2.16. Providing a balance between universal youth and targeted youth produces a normalising and cohesive affect to bring young people together and increase the effectiveness of the targeted work. Equally youth services need to be more focused on being part of the wider plan for vulnerable young people so that the work of the service complements the work of other services.
- 2.17. The report makes 7 key recommendations

"Local authorities and their partners should:

- introduce robust monitoring of the impact and value for money of both targeted and universal youth services;
- take the lead in ensuring there is increased commissioning of services from the private and voluntary sectors;
- review the effectiveness of targeted arrangements for young people over the age of 16 in preventing problems such as young people not involving themselves in education, employment or training or being involved in anti-social behaviour;
- keep under review the extent to which they achieve an appropriate balance between the provision of targeted and universal youth support activities;
- strengthen the provision of targeted support in order to engage the most vulnerable young people effectively; review the nature and

- content of the professional development available in their local area to ensure that it better meets the needs of practitioners who have new, extended or specialist roles; and
- build on and extend good practice in involving young people in service development and decision-making."

The Youth Transformation Partnership Board

2.18. The transformation board includes representation from across the voluntary sector and within the Council. It has met 6 times from January 2011 to date, with smaller group work in between. In addition we started the process at the Annual Merton Youth Partnership conference and have held one consultative meeting with the wider partnership and have a second planned this autumn.

The work to date

- 2.19. The task of the group can be summarised as follows: taken from the initial discussion document that the group considered
- 2.20. "Our challenges are to deliver the vision for youth on a reducing budget; with greater community engagement in volunteering and governance; improving development of young people; and greater community cohesions through our changing populations. Area based grant has reduced by 24% in year; additional government funding streams are at risk or ending; the council needs to reduce its revenue spend. At the same time are there opportunities to develop new models of youth provision that will provide quality, professionalism of approach and greater young people and community impact of service? To make savings and produce better outcomes we need to ensure that spend is effective."

Progress and Achievements so far

- 2.21. The board has considered several key questions in its work to date including:
- 2.22. What is good youth work and what are we trying to achieve by it? this has become known as the Design Principles for youth work in Merton.
- 2.23. Where should we be working and with whom? what are the areas/factors of greatest need and how should resources be targeted. This has resulted in a revised needs analysis of Merton according to outcomes for young people in different areas of the borough.
- 2.24. How is Youth work to be funded, commissioned and procured and does that model affect the quality of its impact? this has explored the concept of stakeholders over and above those with commissioning budgets and also how commissioners align resources most effectively.
- 2.25. What is the best model of delivery for youth work in Merton how will we achieve the design principles in the most cost effective way.

- 2.26. **How do we measure progress effectively**? Consideration of the key performance indicators hard and soft measures including value for money and outcomes for young people.
- 2.27. What is good youth work and what are we trying to achieve by it? this has become known as the Design Principles for youth work in Merton.
- 2.28. The Board has developed the Design Principles (Appendix 1) which have been widely consulted on and significant consensus achieved. These will be signed off by the partnership and will inform the commissioning intentions for the Local Authority.
- 2.29. Where should we working and with whom? Identifying how resources can be targeted at areas of need and how partners can align their resources and skills to to achieve best outcomes and value.

The Board agreed the headings for the needs analysis data exercise and a scoring system to help us identify priorities. This helps us to see which are the areas of the borough where we have a significant number of adolescent young people with a range of needs. The Needs Analysis (Appendix 3) has led to significant discussion about how we work with communities and agencies to focus on key areas of Merton where we have high levels of need. This needs analysis forms the basis of decisions about which areas of the borough should be priorities for spend and focus of youth work. A wider needs analysis was previously commissioned as a household survey that sought opinions of young people and parents .How is Youth work to be funded, commissioned and procured and does that model affect the quality of its impact? – this has explored the concept of key stakeholders as well as commissioners and providers taking on board the steer from national government on future funding and direction of travel.

- 2.30. This can be summarised by the Minister, Tim Loughton's key speech on youth (2011) where he stated that the *Youth Sector has been too reliant on government grant it needs to be "more varied" and "more sustainable" new partnerships are required.* Many people and organisations want good outcomes for young people what role does the council have in coordinating and encouraging businesses, individuals and organisations that they have a responsibility to fund youth work in an area. If this could be achieved then the idea is that these funders would have a closer relationship with the youth provision funded and the communities that they serve. This is a difficult concept and a new and challenging role for the council.
- 2.31. Commissioning with public funds requires levels of transparency and process that push commissioners towards open competitive tendering processes. The Board has discussed how this can move away from local partnerships being formed to collectively deliver in an area. This tension is still being explored. We have to find ways to stimulate the youth "market" to develop better localised provision.
- 2.32. To commission effectively there have to be good quality providers to be commissioned. The Commissioning process to date has included organisations signing up to a quality assurance scheme which is externally assessed. This has proved very popular and we want maintain this focus of quality standards going forward.

- 2.33. What is the best model of delivery for youth work in Merton how will we achieve the design principles?
- 2.34. The Board has heard presentations on different models of youth work that will help us to deliver the design principles. The September meeting is focused on this question. Key issues for the model to address is how much is commissioned and how much run in house in each area. If there are a range of partners currently delivering on in areas should they join up to form new partnerships to run work together? A Community or neighbourhood model is emerging with a core council run youth service hub and youth services in areas commissioned centrally. This is not yet agreed, but has been well received. It would build on seeking new partnerships in target areas.
- 2.35. The Board has promoted the suggestion that a proportion of the LAA reward grant should fund the developments of a community based model in the area of highest need. This funding could kick start the development of a community focused work. This proposal has been taken to a sub group of the Children's Trust which has agreed to seek support for this to go forward from the Children's Trust as a bid for LAA reward grant funding.
- 2.36. As part of the councils Financial Strategy there will need to be further savings from youth budgets, how can these be best delivered whilst protecting the offer to young people? Discussion has been wide-ranging including: if we commission more and run less can we reduce the level of central management and infrastructure required to run the service? Do we have the right balance of volunteers to staff? Can we make more use of volunteering? Can we seek new partnerships to better use our buildings/combined assets?. The agreed model will help us to answer some of these questions re efficiency and the quantum of youth work we provide in Merton that is funded by the council and our partners.

2.37. How do we measure progress effectively?

2.38. A major problem in youth work is how do we effectively measure progress. The young people who attend do so to have fun, meet friends and engage in interesting activities. The youth workers develop relationships with young people through those activities. There needs to be a clear link between open access centre provision and targeted youth work. However how are we to develop agreed tools to measure that we are making a difference in the young people's lives – and can we use any of that to measure the effectiveness of local provision? Now that we have agreed the design principles we have the basis of where we are aiming. We have successfully bid for free support from the National Youth Agency to look at this question and advise the Board.

3 ALTERNATIVE OPTIONS

3.1. The Transformation board has been seeking a wide range of alternative options in the process of its discussions. Different models are emerging

across the UK. Most local authorities are seeking to maintain a balance of inhouse and commissioned provision – making best use of the resources and skill sets of the Council and our partners. Very few (15%) authorities are commissioning out their whole service, others are considering floating off the council run service as a social enterprise (where there is momentum and interest from staff) which could then be commissioned. Increased targeting is being developed in some areas that will focus council funded youth work only with targeted young people. The next Board meeting will look again at other emerging options. A session was provided to all Merton Youth Partnership members on mutuals as an alternative or parallel option.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. The Youth Transformation Group has been an expanded Merton Youth Partnership Executive group. Membership of the group includes Voluntary and community sector youth groups, MVSC and Local Council Youth Managers and Children Schools and Families Senior Officers. Council Youth Centre managers have been added to the group on a rotating basis as the transformation will affect their work. Priory Homes as the largest RSL in Merton is also a member.
- 4.2. The Executive group feeds back to the wider Merton Youth Partnership. The initial ideas and challenges for the Transformation group went to the annual Merton Youth Partnership conference and the Executive group has fed back once so far to the Partnership. There will be a second meeting in the autumn.
- 4.3. All documents related to the Transformation have been on MVSC web site and feedback has been received on line.
- 4.4. A separate consultation event with young people is planned for the autumn 2011 in line with the Youth Participation Promise.
- 4.5. Membership of the Youth Transformation Board: Youth Inclusion Manager, IYSS Commissioning Manager, Youth Services Manager and staff, YMCA, Volunteer Centre, MVCS, Head Commissioning Strategy & Performance, Head Social Care & Youth Inclusion, Merton Priory Homes, Merton Unity Network, Uptown UK, Merton Mencap.

5 TIMETABLE

5.1. The Youth Transformation board agreed to work to a deadline of November 2011. At this point we will review progress and see what mechanism is needed to take the work forward into the commissioning phase. The savings targets are for 2011 – 13. The aim is that the transformation will take at least 2 years.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1. The wider Youth Service budget has decreased from 2.4 m to 1.2 m since 2008 this includes loss of direct grant from Government.

- 6.2. The Council is yet to consider its budget savings proposals, however the Partnership Board have been looking at an indicative target of c200k on a 1.2 million budget (council contribution 785,000) for the youth service and universal youth commissioning. The Transformation has been aimed at delivering within this target.
- 6.3. The Council currently owns four buildings which are used as youth centres. South Wimbledon Youth Club will be moving from their current premises to an alternative site to accommodate the primary school expansion. Negotiations with YMCA over access to John Innes Centre as an alternative site are well developed. Wyvern youth centre has not been redeveloped and is under used. The expectation is that the Transformation process will deliver a new model of youth work in the Ravensbury/ St Helier area. These premises have been earmarked for disposal for a number of years. Phipps Bridge Youth Centre and Pollards Hill Youth Centres are purpose built and have been refurbished. A possible outcome of the Transformation could involve partners being interested in running or owning the builds as assets. Options will feed into the Councils Business and Financial Planning cycle..

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. 507B of the Education Act 1996 requires that the local authority must secure qualifying young persons in the authority's area access to:
 - sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and
 - b) sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1. Youth Provision can significantly help groups of young people from different backgrounds to become friends and work together in a community. One of the issues the Board is considering is do the current models of provision attract the full breadth of Merton's youth population. There are significantly underrepresented groups such as Pakistani and Tamil young people. We have developed some provision in borough that has been separately funded to target girls from Asian communities. The aim is that the transformation will ensure better access to local provision however we are aware that youth provision can reflect community separations both in terms of race and class and a community based model would need to be aware of how it brings its communities together in an area. Youth provision well linked to its community can support cohesion issues between adults and young people.

9 CRIME AND DISORDER IMPLICATIONS

9.1. There is not a direct link between youth provision and crime – however engaging young people in positive "diversionary" activities will provide

- positive peer groups and activities for the young people which promotes their engagement in society and law. Youth workers can often act as key role models to divert young people away from crime.
- 9.2. Post the riots there has been significant discussion about the role of youth work in preventing crime. Detached youth work can have a quick affect on street level / park anti social behaviour. Longer term relationships with young people contributing to their development into responsible adults can have a longer lasting effect. A number of small consultations with young people post the riots are now occurring involving the police and Lead members. Ideas from these sessions will be fed back into the Transformation Board.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1. Changes to the Youth services that destabilised the partnership approach or set up services that were ineffective could contribute to increased levels of youth crime in the borough including community tensions.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1 Design Principles
- Appendix 2 Youth Transformation Commission intensions
- Appendix 3 Needs Analysis

12 BACKGROUND PAPERS

12.1. None

Item 7: Appendix 1

Appendix 1 Transformation of the Youth Service in Merton

Design Principles

The Values, Outcomes and Outputs of Youth Work In Merton

Youth Work in England & Wales (Purpose):

Since 2008 youthwork in this country has been largely based on the Professional and National Occupational Standards for Youth Work, which states that the key purpose of youth work is to......

'Enable young people to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential'

In addition to this and in line with the National Youth Agencies *'Ethical Conduct in Youth Work'* (2004), work with young people concerns itself with being based on the 4 Cornerstone of Youth Work:

- Informal Education
- Voluntary Participation
- Empowerment
- Equal of Opportunity

What We Will Do (Values):

Merton Youth Partnership concerns itself with the provision of opportunities for young people which are underpinned by the following youth work values:

- 1. To provide out of school positive activities for young people so they can relax, meet friends and have fun
- 2. Building relationships of trust with groups and individual which provide opportunities for change and progress to happen
- 3. Support the development of leadership skills and qualities so that young people can take an active role in their communities
- 4. Building strong networks and partnerships in order to meet the needs of young people in their communities and develop a competent workforce
- 5. To work with young people as partners in the provision of positive activities which will contribute to their learning and development
- 6. Encourages young people to be involved in decision making and taking responsibility

Item 7: Appendix 1

Target Group:

The target age group will be young people aged 11-19 yrs, with an extension to those aged 11 in year 6 of primary school and young people aged up to 24 with learning disabilities.

The service will be mainly aimed at London Borough of Merton Residents and their close friendship groups, as well as young people attending education, training or working in Merton.

Most provision will be open access (universal) and open to any young person seeking to participate in Merton Youth Provision. However some services should be specialist so that those young people, who would find it hard to access general provision, are ensured that they have access to specialist provision.

These would include young people with disabilities and young people from new and emergent ethnic minority communities in the Borough, supporting organisations in their transition into integration and build community cohesion into their programme delivery.

Expected outputs and outcomes from youth work

In addition to the six values of youth work (above); the expected quality of the youth work would be evidenced by outcomes and outputs for young people.

The **outcomes** for young people in Merton will be:

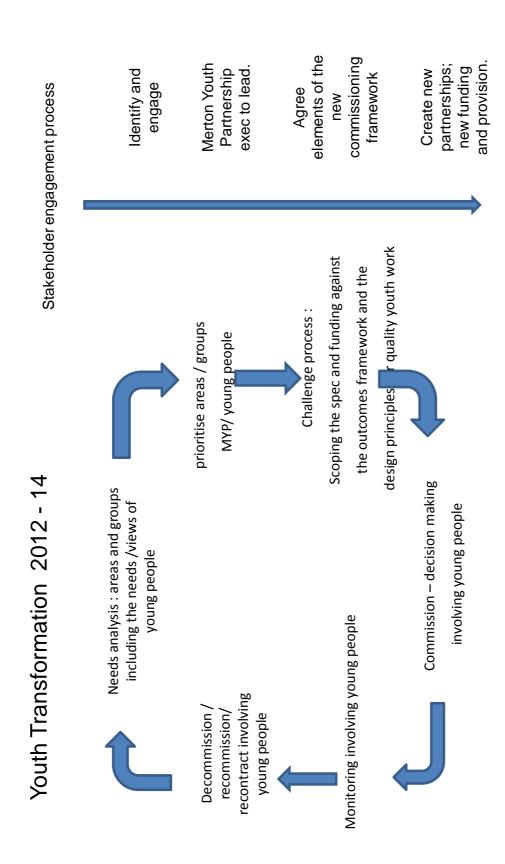
- Increased confidence, self esteem and enjoyment
- Greater opportunities to participate in affordable, fun and safe activities
- Increased opportunities to take up leadership roles
- Development of respectful social relationships with other young people and communities
- Reduced involvement in crime and anti-social behaviour
- Increased opportunities to deepen their interest and skills in activities
- Greater involvement in planning, decision making and taking responsibility
- Improved engagement with schools, college/training and other community services
- Development of skills to equip young people for independence and adulthood

The **outputs** will be measured against:

- Percentage of young people making progress
- Participation levels and profile data of young people
- Frequency, opening times, reliability and location of provision
- A programme offer to attract and engage young people
- The use of IT to communicate with young people e.g. SMS and social networks
- Dedicated youth centres/hubs/places which young people call their own
- The delivery of youthwork at times determined by need and young people themselves
- Mobile youth provision delivered at times determined by young people and in places where they naturally meet

Clear referral routes to other provision, based on a strong network and multiagency/partnership approach

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Population Weighted afsgarggA	29	34	44	92	10	19	37	8	<i>L</i> 9	51	35	25	9/2	62	19	99	21	15	29	21
əfsgərggA	48	34	42	54	19	43	33	17	53	39	30	79	46	46	25	46	31	14	59	19
Teenage Parents (November 2010)	4	2	2	3	1	2	4	3	4	2	4	2	3	-	-	4	3	-	3	-
16-18 NEETS (July 2010)	3	3	2	4	3	3	2	-	4	4	2	2	4	3	2	4	-	-	-	-
11-19 Merton Resident Pupils Educated in Merton School with School Action Plus and Statements for PLUS (Usunary 2011)	3	3	3	4	-	3	2	-	4	2	-	4	3	4	2	4	2	1	2	-
11-19 Merton Resident Pupils Educated in Merton School with Special Educational Needs (January (1702	4	3	4	4	3	2	-	1	4	2	-	3	2	4	2	3	3	-	2	-
13-19 Young People 2009 - Dec 2009)	4	2	2	4	1	3	3	1	4	3	2	-	4	3	-	4	2	-	3	2
11-19 Merton Resident Pupils Educated in Merton School Eligible for Free School Meals (January 1007	4	2	4	4	2	3	2	1	4	-	-	2	3	4	-	3	3	-	3	2
bns 2292A 91-11 nsl) 21611989 insa2922A (1105 yrsund97 - 0105	3	2	3	7	-	3	3	-	3	4	2	2	4	7	2	7	1	1	2	-
11-15 Merton Resident Pupils Educated in Merton School Persistent Absentees (2009-10 Academic Year)	7	3	7	7	-	3	2	-	7	-	2	2	3	7	-	3	2	1	3	2
11-19 Resident School Exclusions (2009-10 Academic Year)	4	2	2	4	1	3	2	1	4	3	3	2	4	4	2	3	3	-	-	-
2010) AP (Jan 2010 - Dec 2010)	4	4	3	4	1	3	2	2	3	2	3	2	2	4	4	3	1	-	-	-
2011 Capped GCSE Point Score (Merton Resident Puplis Educated in Merton Cohool)	2	2	3	4	1	3	2	1	4	4	3	_	4	3	-	4	3	-	2	2
Average Life Expectancy, London Health Observatory, 2003-2007	3	3	4	3	1	4	2	1	4	4	2	-	2	4	2	3	3	-	2	-
Lone Parents %: Aug 2008	3	1	3	4	1	4	3	1	4	4	2	-	4	3	2	3	2	-	2	2
1DACI 2010	3	2	3	4	1	4	3	1	3	33	2	1	4	4	2	4	2	1	2	-
11-19 Youth Resident Propulation (2017 projections)	557	933	944	1546	465	1270	962	410	1169	1179	1071	910	1486	1135	702	1224	616	983	945	974
Ward	Abbey	Cannon Hill	Colliers Wood	Cricket Green	Dundonald	Figges Marsh	Graveney	Hillside	Lavender Fields	Longthornton	Lower Morden	Merton Park		(avep) uny	Raynes Park	St Helier	Trinity	Village	West Barnes	Wimbledon Park

Appendix 3 Youth Needs Analysis



Methodology: