

Oxford City's Youth Ambition Strategy 2013-2017

Executive summary

Oxford City Council recognises the challenges facing young people and has placed a high priority in its 2013-17 spending plan on helping young people to reach their potential. Our approach is to engage young people in positive activities and by doing so help them to broaden their perception of their own capabilities and to stimulate ambition and positive insertion into the community.

An extensive review of young people's needs in the city was undertaken in 2012/13; it highlighted that the main priority is supporting young people to make the transition from secondary school to adulthood. In response, this strategy focuses on 15-21 year olds, and also identifies actions to work with secondary schools to prepare students for the next period of their lives.

Reflecting the changing landscape of opportunity and needs, we have adopted a flexible approach that will enable the Council to use its resources to have the maximum impact. The strategy focuses on:

- Joining up Oxford's services for young people
- Creating new inter-partner pathways
- How we can more fully involve young people in how we develop and deliver services
- Levering in additional resources
- Inspiring young people to reach their potential and
- Prioritising this in the areas of greatest need.

This strategy works alongside the Council's commitment to improving educational attainment and has at its heart a focus on improving the life chances of young people and helping to break the cycle of deprivation.

We have developed the strategy with the support and guidance of the Local Government Association's Routes to Success Programme and have worked with an experienced educational advisor to develop an in-depth understanding of the needs of young people in the city. An action plan is included as appendix one.

1. Setting the scene – why do we need a Youth Ambition Strategy?

1.1 We are living through a period of economic austerity and demographic and technological change. The UK currently has the highest birth rate in 40 years, with increasingly diverse communities reflecting different ethnic and cultural backgrounds, and with more complex individual needs. In tandem with this youth unemployment has become a serious feature of the wider pattern of joblessness. There are well documented social consequences that stem from long periods of unemployment or marginal employment among young people and the City's economic development policies are seeking to tackle the need for more jobs and better training provision.

1.2 In addition to our policies to develop the local economy, and the wider services provide by the City Council (appendix two), we have made a

commitment to invest £400,000 annually from 2012 to 2016 to boost our role in improving primary school educational attainment, particularly in more deprived neighbourhoods. The Council has invested a further £240,000 in each of those years to deliver the Youth Ambition Strategy. This level of investment in positive activities can be contrasted with the potential cost of inactivity; for example placing one young person in custody for a year costs £140,000¹ and the national cost of responding to anti-social behaviour is £3.4 billion per year².

- 1.3 The Council's Corporate Plan details its priorities, and makes clear our commitment to Oxford's young people is a key priority. The Youth Ambition Strategy outlines our approach to supporting young people in the city, and seeks to influence the City Council's policy framework to ensure it reflects the needs of Oxford's young people.

2. What does the strategy cover?

- 2.1 The strategy details the Council's approach to improving the life chances of young people, examining how we will target resources, the importance of coordinating services and our work with partners; and the active involvement of young people themselves.
- 2.2 The needs analysis identifies 15-21 year olds as the highest priority age group (rising to 25 year olds for vulnerable young people). The strategy puts their needs at the core of our action plan and also includes preventative work with young people of secondary school age.

3. The Oxford Context

Demography

- 3.1 In common with many cities there are major inequalities in life opportunities in Oxford. The Indices of Deprivation 2010 places Oxford in the top half of the most deprived local authorities in England. The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half of the most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England, with one area in the Northfield Brook ward among the 10% most deprived. Around 23% of Oxford's under-16s live in low-income households and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England.

Health

- 3.2 Oxford's demography exhibits a range of health inequalities; life expectancy is 7.7 years lower for men in the most deprived areas of Oxford compared to the

¹ <http://www.guardian.co.uk/society/2010/mar/01/jail-young-offenders-rehabilitation>

² National Audit Office, 2006.

least deprived areas.³ UK children are spending less and less time outdoors. In fact the likelihood of children visiting any green space at all has halved in a generation.⁴ In the last national schools survey just 26.74% of Oxford's school children were physically active; the national average was 55.1%.⁵ In Oxford, 19.8% of year six children are classified as obese.⁶

Attainment

- 3.3 While there has been an increase to 78% of all pupils at the end of primary school achieving Level 4+ in both English and Mathematics, Oxford is still one per cent behind the national average. In relation to pupils at the end of Key Stage 4 achieving 5+ A* - C, Oxford is at 51.8%, well behind the national average of 59%.
- 3.4 A key thrust of the City Council's work with partners to break the cycle of deprivation is ensuring that young people have the skills they need to gain employment. The successful bid to government for City Deal status has the potential to act as the catalyst for partners to work together to grow the economy and provide future employment opportunities.
- 3.5 The City Council has also commissioned a programme to accelerate learning in literacy and numeracy at Key Stage One. The programme also supports children who have not had a good grounding in literacy and numeracy at Key Stage One in order that they can catch up at Key Stage Two.
- 3.6 **Summary of the local needs assessment and analysis:**
<http://www.oxford.gov.uk/policy#3>
- 3.7 An extensive needs analysis has been undertaken and it highlights the following challenges for young people:
- Oxford has an above average proportion of young people and this population segment is growing in size. Oxford has almost 60,000 children and younger residents aged 0 to 24 in 2011, equivalent to 39% of the population.
 - Oxford's younger population is increasingly diverse. Nearly half of births (47%) in 2010 were to non UK-born mothers, compared with a national and county average of 26%.
 - There are areas of the city where children and young people are affected by multiple deprivation. Almost 6,000 children in Oxford live in poverty and over 2,500 of households with dependent children have no adult in work.

³ DOH: Public Health Observatories – Oxford Health Profile 2011

<http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR>

⁴ Natural England. (2010). Wild Adventure Space: its role in teenagers lives

⁵ PE and school sport survey 2009/10, measured the number of young people taking part in at least 3 hours of PE & School Sport each week in years 1 to 13.

⁶ Oxford Health profile, (2011)

- Young people are experiencing extended and fractured journeys into adulthood, with a 20% increase in the number of 20-34 year olds living with parents since 1997.⁷
- There is a decline in young people going into further education which coincides with the loss of the Education Maintenance Allowance and a reduction in face to face careers advice to young people.⁸
- As of May 2013, 234 young people ages 16-18 are not in employment, education or training (NEET). The not in learning (NIL group), which includes the NEET, currently stands at 377 young people. In both categories the majority of young people live in Barton and Blackbird Leys. There are also a large number of young people whose status is not known.
- Young people are 'bumped down' into still less remunerated and more insecure jobs and drift in and out of employment. One in three graduates are working in lower skilled jobs compared with one in four 10 years ago.⁹
- Young people have a lack of genuine influence on the services that impact on their lives.

3.8 National context

3.9 The local messages are echoed nationally. A recent research report "Great Expectations" from the Local Government Network¹⁰ found that the views of young people today are similar to previous generations. Where they found they differ is often because today's youth tend to have more higher aspirations than preceding generations. We are fast approaching one million 16-24 year olds out of work and TUC figures show that between 2002 and 2012 the percentage of unemployed young people doubled from 10 to 20 per cent¹¹. This mismatch of high aspirations and high unemployment amongst young people has resulted in what they have termed an "expectation gap." Without concerted action there is a strong risk of young people's withdrawal and disengagement from society.

3.10 Compounding these issues in June 2010 there were significant reductions in Connexions provision, the Education Maintenance Allowance (EMA) was terminated and replaced by a much smaller institution based grant, and at the same time University tuition fees have greatly increased by up to £9,000 per year. In January 2013, the Prince's Trust undertook a major survey of young people and found that NEET young people reported that they were depressed 'often or most of the time'¹². Unemployment has been found in a number of studies to have a long term 'scarring' effect on young people, affecting their future health and economic well-being.¹³

⁷ Office for National Statistics, 2011, Young adults living with parents in the UK

⁸ Figures from Oxford and Cherwell Valley College 2012

⁹ Office for National Statistics, 2012, Graduates in the Labour market

¹⁰ Great Expectations - The next steps for a new generation, Dr Claire Mansfield, (2013)

¹¹ Generation Lost: Youth unemployment and the Labour Market TUC Touchstone publications.

¹² The Princes Trust Youth Index 2013

¹³ Generation Lost, *op cit*

3.11 The Government has provided guidance for the support of young people in *Positive for Youth* (Department for Education, December 2011). They are calling on local authorities to take a leadership role in supporting young people. This Government has retained the statutory duty on local authorities with the responsibility for Children's Services to secure the provision of sufficient leisure-time activities for young people's well-being, including youth work. At this time they have not identified clear standards for local provision and therefore what the level of service should be.

3.12 Health and wellbeing boards, established as part of the government's health reforms, have been given the local coordinating role to represent the needs of young people. This Youth Ambition Strategy helps to deliver on all four of Oxford's children and young people priorities and also supports the health improvement priority of preventing chronic disease through tackling obesity.

3.13 How other organisations are working to support young people

Oxfordshire County Council

3.14 As part the County Council's youth services they have created a single integrated Early Intervention Service delivered through seven Hubs and 44 Children's Centres. Two of these hubs are in Oxford, with one at Littlemore and the other at East Oxford and four satellite facilities in the city. The service provides early intervention and specialist services to children, young people and families with additional and complex needs, both through County staff and partner agencies. They work with people up to 19 and up to 25 where there are special educational needs and care leavers. The impact of these changes is as yet not fully understood, but there are positive early indicators of more holistic services to children, young people and families.

Schools

3.15 Although the City Council is not the local education authority, we have allocated £400,000 per year (2012-2016) to raise attainment in City primary schools. It has commissioned a leadership programme for 12 schools which is being delivered by Oxford University and Oxford Brookes University in collaboration with Oxfordshire schools. It has also commissioned an instructional programme to raise literacy and/or numeracy standards in eight schools in disadvantaged areas. Primary school attainment in the City rose in 2012, and the objective is to assist schools with lower levels of attainment to achieve results that are 10% above the national average. This programme is expected to have an impact on results from 2014 onwards.

Secondary education

3.16 Secondary school results in the City have improved in recent years but they remain below the national average and nearly half the young people in the City (48%) still do not achieve the Government's benchmark standards of five GCSE's at A* to C with English and Mathematics. Indications are that the withdrawal of EMA has affected the numbers of young people attending

Oxford and Cherwell Valley College between 2011 and 2012. Research shows that young people from disadvantaged circumstances are more likely to experience fractured transitions from education to employment and that this is more likely for young people who are uncertain of what they want to do, or whose expectations are not aligned with what is possible, or available, in the current very competitive youth labour market¹⁴.

Voluntary and community groups

3.17 There are a plethora of groups working with young people in the city; the main ones have been shown in (appendix three). To achieve the objectives of the strategy we need to actively look for opportunities to work with these groups to maximise the outcomes they deliver for young people.

4. Where we are now?

4.1 The overarching outcomes that the Council is striving to achieve are:

- More active, engaged young people
- Fewer young people either involved in crime and antisocial behaviour or being victims
- Helping to get young people into work.

4.2 To work towards meeting these aspirations the City Council has invested in creating a diverse high quality leisure, culture and play offering. We believe that engagement with a wide range of sporting and cultural activities from an early age can:

- Offer opportunities for young people to share their experiences with others, and help to build social cohesion
- Expand young people's horizons and generate a sense of ambition
- Develop technical skills, discipline and the confidence necessary for future success. (Youngsters who are not physically active, for example, have numeracy scores, on average, 8% lower than participants.¹⁵)
- Improve educational attainment
- Open up possibilities for employment of talented and committed young people, including in the creative and sports industries.
- Provide access to positive role models.

5. Our plans

5.1 Our approach is underpinned by the work we have undertaken on needs analysis and evidence of the positive difference non-formal learning can make to young people's life chances. Appendix four highlights key research evidence brought together in a recent publication from the Young Foundation *A Framework of Outcomes for Young People* (2012) that identifies the

¹⁴ Yates, S., Harris, A., Sabates, R. and Staff, J. Early occupational aspirations and fractured transitions in *Journal of Social Policy*, 2010 pp 1-22

¹⁵ Department of Culture Media and Sport - Culture and sport evidence programme research, 2010

essential contribution of personal, social and emotional skills and capabilities to success in later life.

Objective one - Understanding local needs

- 5.2 As communities become more diverse we will increasingly require a sophisticated understanding of needs. While national trends and county wide data such as the Joint Strategic Needs Assessment are helpful, we have undertaken a full assessment of young people's issues in the city to ensure our resources flow into areas where they can have the greatest impact. This needs assessment will be revisited annually to keep our understanding up to date and will be shared with partners. The data will also be included within all our grant perspectives to encourage a coordinated approach.
- 5.3 The data provides a solid foundation; to provide the most accurate picture we need to combine these findings with information from a variety of sources, such as our staff who are working with young people, schools, colleges and other key partners. This approach reduces the likelihood of needs being assumed and ensures that we focus on ensuring we continually improve our understanding of needs.
- 5.4 Our focus will be on young people who are more likely to be, or become one of the one in six 16-24 year olds not in work. The size and transient nature of this groups means that we will encourage open access activities. We will though actively encourage young people who are more at risk of negative life outcomes to take part. We will work to ensure a representative balance of young people are taking part, taking account of aspects such gender, race and disability. The areas where we will focus our resources will be The Leys, Barton, Rose Hill, Wood Farm, Littlemore, East Oxford, Cowley and Cutteslowe estate.

Objective two - Involving young people

- 5.5 The National Youth Agency's publication *Valuing young voices, strengthening democracy* (2010), outlines the benefits of giving young people a voice. These include increased confidence and developing a wide range of personal and social skills. There are also benefits to the council such as increased legitimacy and accountability and ultimately improved service provision.
- 5.6 To ensure effective involvement we will develop an inclusive and representative system, focusing on our target areas, to give Oxford's young people a genuine voice. This will involve a variety of methods ranging from targeted events, through to using technology such as social media to engage young people. We will also work with partners, in particular schools, the County Council and young person's organisations, building on existing engagement platforms, and encouraging all organisations that provide services to young people to increasingly co-design those services with young people so they can have greater impact.
- 5.7 We will pilot what are known as "open space" sessions where young people are invited to develop their own agenda and given support to develop solutions.

- 5.8 Throughout the programme we will seek to present a range of role models to inspire young people and where appropriate introduce supportive adults to provide a stable figure in the lives of young people.
- 5.9 Volunteering can also play a significant role in developing self-confidence and a wide range of skills. It supports the development of self-efficacy as young people start to see that they can influence decision making, take some control and for example improve their local area, thus contributing to community cohesion. Volunteering contributes to the improved employability of young people as they gain valuable skills for work and adult life.¹⁶

Objective three - Building capacity in voluntary and charitable organisations

- 5.10 The Council is focused upon the best way to deliver outcomes and recognises the significant role that voluntary and charitable organisations play.
- 5.11 The Council will invest in Youth Ambition Grants and, where necessary, allocate officer resource to work with groups to help them to build capacity and develop an understanding of other funding options available to them. The Council will also further align its wider grants programme to help to deliver the strategy. We will involve young people in assessing our youth ambition grants to give them ownership of the process and provide the Council with further insight into what is likely to have the most impact. We will develop and introduce monitoring and evaluation that takes account of the size and complexity of the grants and over time we will implement quality assurance processes for all of the activities we deliver and commission for young people.

Objective four - Partnership working

- 5.12 The Council is one of many organisations involved in supporting young people in the city. A key ambition of this strategy is the development of well-coordinated, accessible services for young people. To achieve this, the Council will continue to work with traditional partners and will actively seek to develop new partnerships in areas such as business and encourage other organisations into the city to add to the local offer. Solid governance will be established by an independently chaired Youth Ambition Partnership Board. The board will report into the Oxford Strategic Partnership which is where key partners from across the city come together to improve the services and opportunities for the city's residents.
- 5.13 The County Council's youth provision is now focused upon early intervention and as such we will compliment what they provide with a mix of universal and more targeted services based on our needs data. We will target our grants to try to facilitate community organisations to step in where we see gaps in provision, especially in our target areas. We offer more targeted sessions through our Positive Futures team who will also continue to be commissioned to deliver sessions for other organisations. The Positive Futures team will

¹⁶ Valuing young voices, strengthening democracy: The contribution made by youth engagement LGA (2010)

work to create clear pathways, help to identify and signpost young people at risk who are attending universal services and liaise with partners to share this information. We will also increasingly use sport and cultural activities to deliver broader life messages to young people. This will focus upon improving their employment opportunities and reducing the chances of them being impacted by crime. We will also signpost children, young people and their families to the wider support services provided through the county council's Early Intervention Service and other voluntary and community groups.

- 5.14 Recent research of nearly 4,000 projects into how sport can improve the lives of disadvantaged young people found that Sport reduced the risk of participants experiencing a range of social problems by between 4.5% and 19.2%¹⁷ (appendix five). The areas of the greatest impact were found to be reduced substance misuse, reduced crime and antisocial behaviour, increased wellbeing and improved educational attainment. Engagement with arts and culture has been found to improve attainment, cognitive abilities, employability and the likelihood of students from low income families going on to achieve a degree¹⁸.
- 5.15 We will work to develop improved co-ordination of activities and improve activities where there is either poor quality or gaps in current provision. This requires mature partnership working and where possible bringing partners and resources together to have an increased impact. Positive examples of this will be through joint events and work we will undertake to continue the City's Olympic Legacy.
- 5.16 Partnership working will be further developed to improve access to and communication of young people's services through the most appropriate channels. This will include improving the signposting of existing provision, harmonising internet systems and where necessary developing new applications with our partners.
- 5.17 We will seek to continuously improve our services; the success of the youth offer and its accessibility will be regularly tested through quality assurance processes and the involvement of Oxford Youth Voice.

Objective five - Monitoring, impact and value for money

- 5.18 We currently use a database called Substance that enables us to monitor the journeys undertaken by young people. We will expand this system to attain usage data from the new activities we develop and also work to capture the data from the activities we grant fund.
- 5.19 Following consultation with young people we are piloting a rewards system to encourage young people to attend positive activities with rewards such as clothes or tickets to events.

¹⁷ Creating the business case for investing in sport for development work for disadvantaged young people in the UK, Substance (2012)

¹⁸ [Cultural Learning Alliance](#), (2013)

5.20 While it is firmly established that a range of positive activities help to improve the life chances of young people, we will seek to develop social and economic impact assessments for the activities we undertake. This will not only help to demonstrate the effectiveness of the services we deliver, but also help to prioritise future investment both from the Council and partners.

What we will achieve

5.21 These measures focus on the experience and the wider impact of the programme to the lives of the young people. Where we have not set a target we will work over the next six months to attain sufficient data to do so.

Young people's experience.

Measure ref	Measure	Target
YA1	Numbers of young people engaged in the programme (we will develop this measure to include the representativeness of participants e.g. gender)	Year one - 5,000, 5% year on year increase for the next two years.
YA2	Satisfaction with the activities we provide.	> 90% at least satisfied
YA3	Young people's voice and influence.	> 60% of grant decisions are made with the active involvement of young people.

Where appropriate, we will use the Outcomes Star¹⁹ to record the development of personal, social and emotional skills and capabilities of young people.

Results - long term, what's changed?

Measure ref	Measure	Target
YA4	Evidence of impact for increased participation of young people in decision making.	Six examples per year.
YA5	Number of young people on the programme moving from NEET into employment, education, or training.	12 people in year one.
YA6	Percentage of young people on the programme volunteering	Year one target 20%.
YA7	Improve the number of young people engaged with the programme who achieve a Level 2 equivalent qualification (ie a qualification equivalent to 5 GCSE's A* to C with English and maths).	Establish baseline in year one.

We will use the substance system and the data we collect to begin to demonstrate the economic impact of the programme.

¹⁹ An approach to measuring change when working with vulnerable people in areas such as physical health, offending and motivation.

Appendix One – Action Plan (to be updated annually)

Objective one - Understanding local needs

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
A city wide understanding of needs	Share our needs assessment	Publish on the web	June 2013	Positive Futures Programme Manager (PFPM)	Officer time
	Review needs assessment	Next review January 2014	Annually	Youth Engagement Officer	Officer time
	Consult on the strategy	Consultation (April –June 2013)	Updated strategy agreed Sep 2013)	Youth Engagement Officer	Officer time
Partnerships with local business	Engage local business to add value to the programme	Business representation on the partnership board	Sept 2013	PFPM	Office time
	Understand how the programme can support local businesses	Business focus group meeting	Sept 2013	PFPM	Office time

Objective two - Involving young people

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
More engaged young people	Develop a coordinated vehicle for youth voice in the city	Map youth engagement across the city.	July 2013	Youth Engagement Officer	Officer time / £15,000
		Plan in place	Aug 2013	Youth Engagement Officer	
	Youth voice vehicle in each target areas		Dec 2013		
A diverse and representative range of young	Target involvement in under represented groups	Incentives in place to encourage involvement (April 2013)	Improved representation (July 2013)	Youth Engagement Officer	Officer time

people involved					
Co-design of service provision	Open space event with organisations and young people Build on the inspiration from the Olympics	Event planning (April-July) The first event designed by young people (September 2013)	Event held Sept 2013 A young person developed section to the legacy plan (April 2014)	Education Advisor Development Manager	Officer time / £2,000 Officer time / £5,000
Decisions taken by young people	Develop training for young people on specific issues (to meet their needs) and explore tools such as online voting to help young people get involved.	A training plan in place (Aug 2013) Marketing material developed by young people	Young people taking ownership of the development plan (April 2014) Autumn 2013	Youth Engagement Officer Youth Engagement Officer	Officer time £5,000
More young people volunteering	Increased range of volunteering opportunities	Improved signposting to current activities to match opportunities to young people's ambitions.	An improved volunteering offer (April 2014)	Oxford Community and Voluntary Association	Within current commission

3

Objective three - Building capacity in voluntary and charitable organisation

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Improving the capacity of community groups to improve the opportunities available for young people	Targeting grants where they can have the most impact	Young people assessing grants and recommending awards Youth ambition outcome measures added to the grant criteria Self reporting of attendance in their activities Cultural organisations we commission have targets for engagement of young people embedded in their Service Specifications	April 2013 June 2013 Aug 2013 April 2013	Youth Engagement Officer Youth Engagement Officer Positive Futures Programme Manager Culture Manager	£50,000 per year Officer time

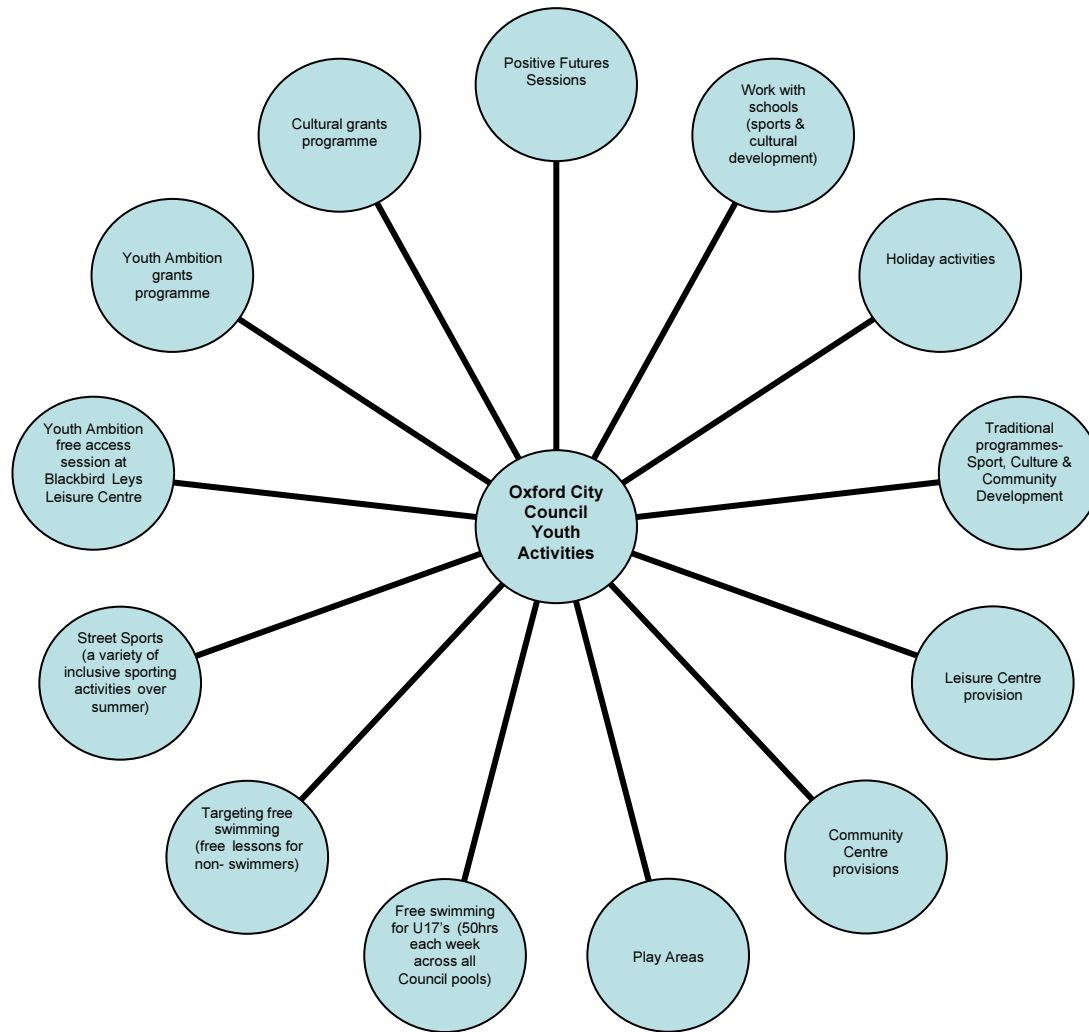
Objective four - Partnership working

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Improved co-ordination of young peoples activities	Independently chaired youth steering group with County Council and key partners	Members in place (May 2013) including a rep from local youth partnership.	First meeting (July 2013)	Head of Service / Education Advisor	Officer time
	Develop a joint delivery plan	Plan developed (June-Aug 2013)	Plan in complete Sept 2013	Head of Service / Education Advisor	Routes to Success programme
	Develop youth partnerships (or the most suitable model) in each target area	Visit each secondary head	May – Aug 2013	Head of Service / Educational Advisor	Officer time
	Improved coordination of our holiday activities programme	Programme commences April 2013	Summer 2013	Positive Futures Operations Manager	£145,000 budget
	Develop networking events with partners	First event	2014	Head of Service / Communities Manager	£1,000
Ensure high quality delivery	Implement quality assurance for sessions we deliver and commission and encourage other to take it up	Suitable quality mark adopted	Quality mark in place (April 2014)	Positive Futures Operations Manager	Officer time
Joint offering with schools	Representation from schools on the youth ambition board	Suitable rep chosen (May 2013)	June 2013	Head of Service / Educational Advisor	Officer time
Increased usage by young people at leisure and community centres	Involve young people in developing the programme	Programme review (June –July 2013)	New session Sept 2013	Leisure Manager /Fusion Lifestyle / Communities Manager / Culture Manager	Officer time
	Prioritise young people in the annual service plan	Agree the plan	April 2013	Leisure Manager /Fusion Lifestyle	Officer time
		Develop session at Blackbird Leys LC to involve partners			
Improved health	Work with public health to deliver the health and wellbeing board's young people prioritise.	Meeting with health colleagues	May-June 2013	Head of Service / Development Manager	Officer time
		Plan in place	September 2013	Head of Service / Development Manager	Officer time

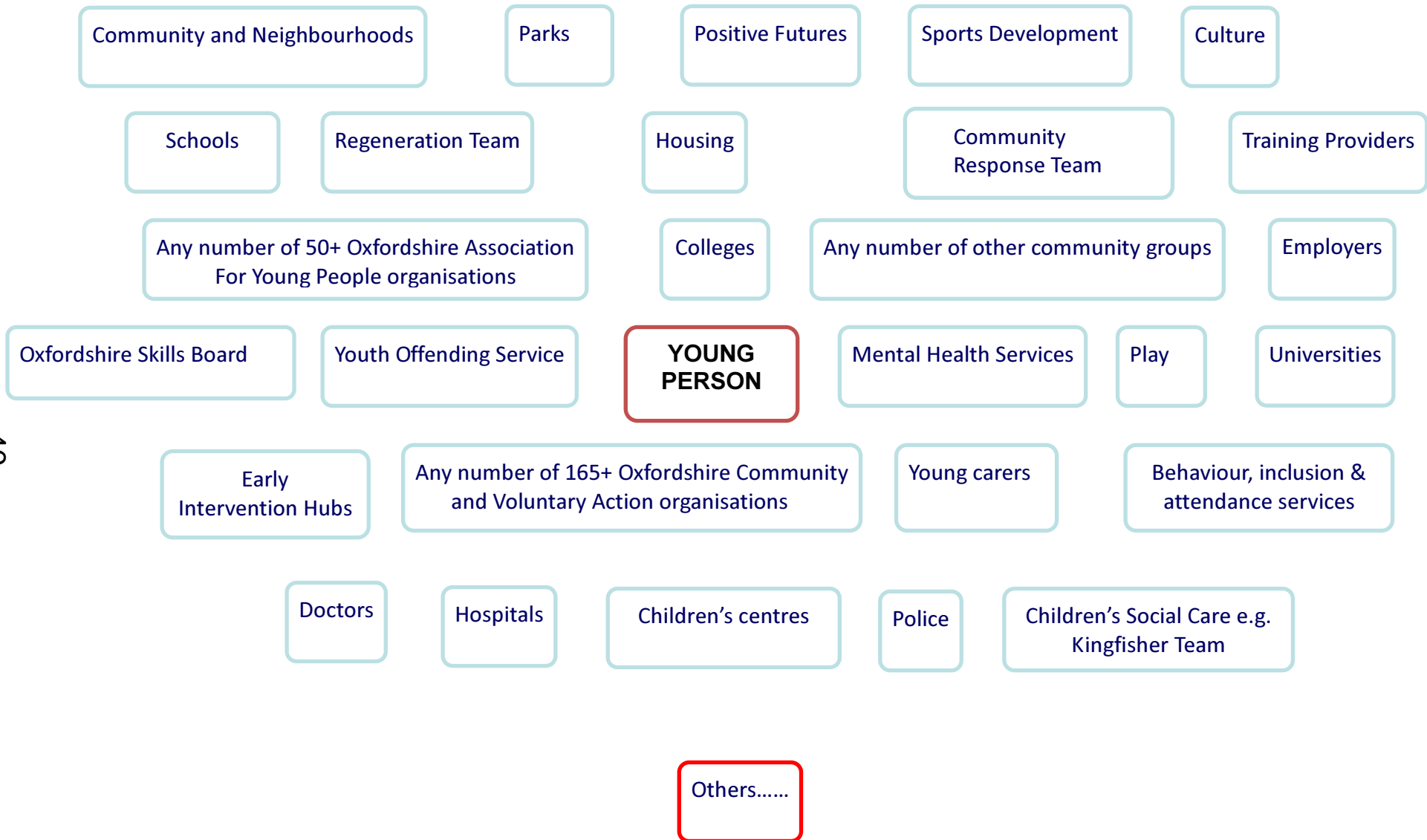
Objective five – Monitoring, impact and value for money

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Impact measured	Expand our use of the Substance system Targets set	Licenses for sports development staff	Sept 2013 Outcomes framework complete (Dec 2013)	Support officer	Officer time
Pool resources with partners	Match funding bids to partner agencies	Sport England bid	April 2013	Development Manager	Officer time

Appendix two – Oxford City Council Youth Activities

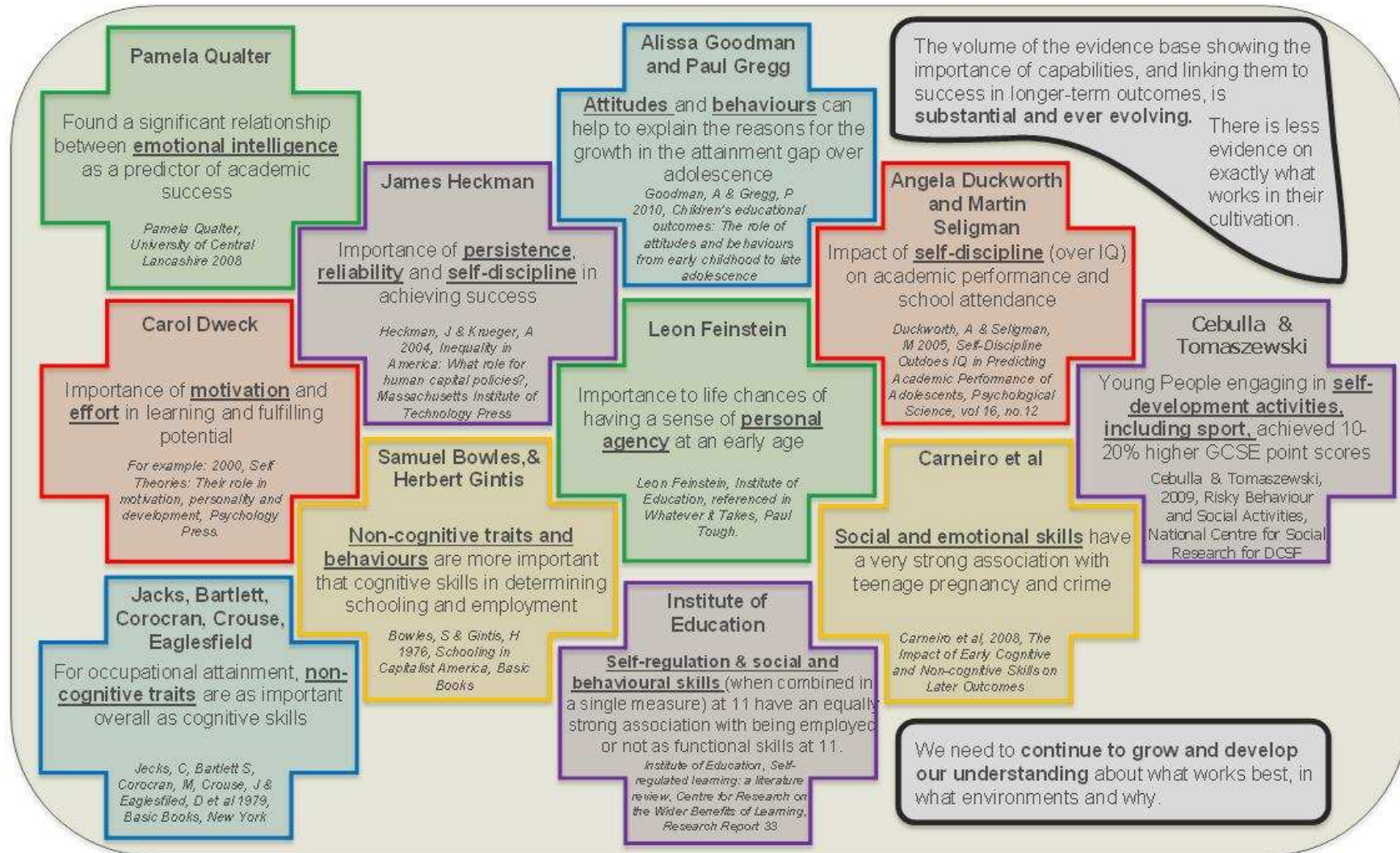


Appendix three- Groups working with young people in the city



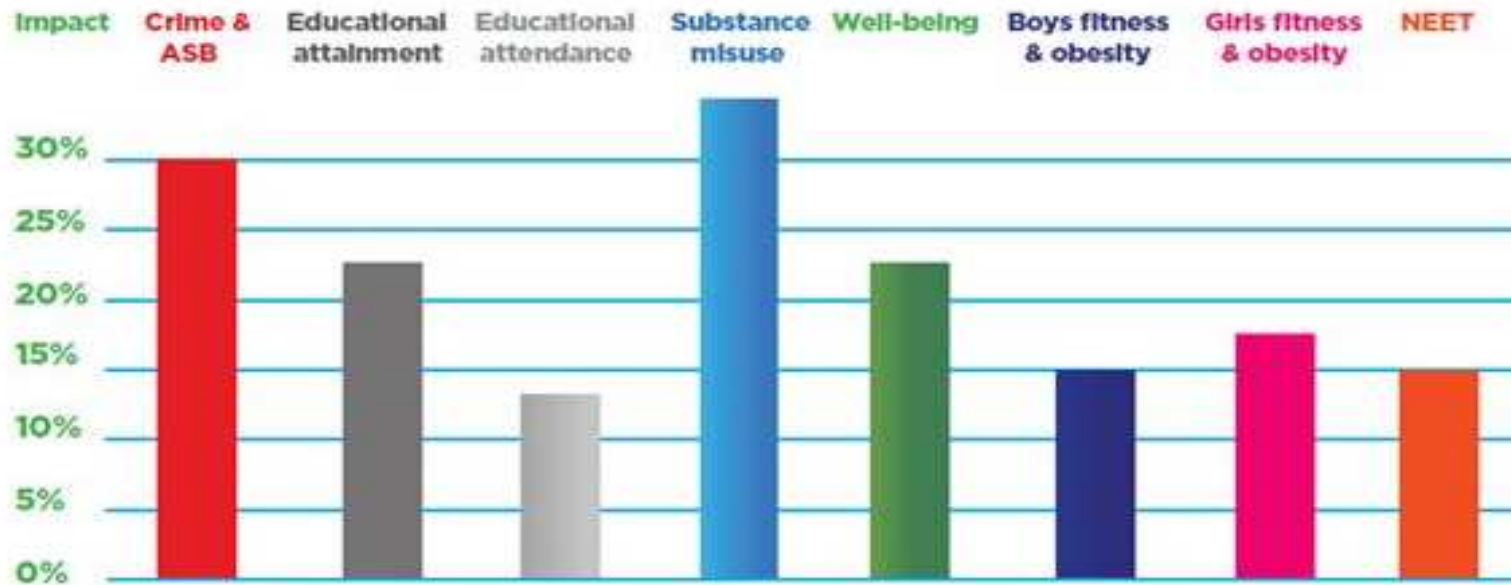
40

Appendix four - The evidence base Young Foundation, 2012



Appendix five - How sport can improve the lives of disadvantaged young people

Figure 1: Impact projection for all projects



Taken from a sported. commissioned research project carried out by Substance "Creating the business case for investing in sport for development work for disadvantaged young people in the UK