

Torbay Young Futures Hub & Local Youth Transformation Programme

Introduction

Torbay has been successful in our expression of interest for Young Futures Hubs. The timeline of delivery is mapped by the department of Digital, Cultural, Media and Support (DCMS) with key criteria to meet the funding markers alongside localisation of a long-term sustainable youth offer led by the Local Authority to include statutory and voluntary partners. We believe that the strength of our expression of interest was our clear aspirations for the children and young people of Torbay; to ensure they are supported throughout their childhood journey into adulthood and the welcoming of support from DCMS to write our long-term Youth Strategy with the co-production from young people.

The target age range within the DCMS criteria is 10-18, reaching to 25 for young people with SEND. Torbay With Youth currently supports the whole journey of children and young people's lives beyond the range of Best Start in Life, therefore we will plan across our partnership to ensure the scope of ages that DCMS gives flexibility to will be provided access to the services we offer. The National Youth Strategy runs in conjunction with the Families First Partnership expectations, and statutory duty under section 507b of the Education Act 1996, to secure "sufficient" educational and recreational activities and facilities that improve the wellbeing of young people, with the right support at the right time across the whole system.

A short programme summary provided by DCMS is provided in Annexe A.

1. Strategic Aim

To establish a sustainable, youth-led, multi-hub model youth support system across Torbay that:

- Improves mental health and wellbeing
- Reduces vulnerability to crime and exploitation
- Increases opportunities for young people
- Strengthens the local youth sector across the partnership
- Embeds youth voice in decision-making with criteria for co-design based on the Lundy Model
- Develops a long-term Youth Strategy for Torbay aligned with Youth Matters and Young Futures objectives.

1. Vision Statement

By March 2029, Torbay will have a coordinated, accessible and sustainable youth ecosystem centred around a Torbay 'With Youth' partnership model in multiple venues across Torbay.

Torbay Young Futures Hub & Local Youth Transformation Programme

Young people will have:

- Somewhere to go which is always welcoming
- Someone they trust who can provide the support and advice they need
- Services that work together to provide a consistent experience
- Opportunities to achieve their potential
- A meaningful voice in shaping local services

The model will provide a permanent foundation for youth services beyond the life of the programme. The programme expects that best use is made of the spaces available, rather than creating new building access points for young people.

Engagement with young people should be achieved through three primary mechanisms:

- Strategic hub placement: Establishing Young Futures Hubs within high-need geographic areas to ensure proximity to the target cohort, effectively creating a model of targeted open access.
- Partner-led identification: Local authorities should use local data, insight, and the expertise of trained professionals and partners to identify, engage, and support these young people to access provision.
- Strategic outreach and detached youth work: Young Futures Hubs should provide a targeted outreach and detached service for young people in spaces and areas that they feel most comfortable.

2. Programme Objectives

Objective 1: Young Futures Hub (DCMS terminology)	Objective 2: Local Youth Transformation (LYT)
Establish a multi venue hub (model subject to landscape review and needs analysis findings) across Torbay which: • Delivers open-access youth provision • Provides targeted support • Hosts multiple partner agencies • Operates evenings and weekends • Acts as a gateway into wider services • Serves as the anchor for workforce development and youth participation.	Develop a sustainable youth infrastructure by: • Creating Torbay's first Youth Strategy • Strengthening governance, audit and data arrangements with a clear Safeguarding Framework • Developing workforce capacity and quality of work • Bringing together and amplifying youth voice into one clear structure • Enhancing partnership working • Improving digital access and data systems.

Torbay Young Futures Hub & Local Youth Transformation Programme

3. Programme Governance

Executive Sponsor

Director of Children's Services

Programme Board

Suggested Young Futures Partnership Board

Membership:

- Director of Children's Services
- Public Health
- Community Safety
- Education
- Youth Justice
- Police
- Torbay Safeguarding Children's Partnership
- NHS / Mental Health Partners
- VCSE Representatives
- Schools and Colleges
- Young People (minimum 40% representation)
- Youth Advisory Board Co-Chairs

Suggested Delivery Team to work alongside Delivery Partner and Grant Manager assigned by DCMS.

Project Manager (Commissioning Team)

Responsible for:

- Programme management
- Risk management
- Reporting
- DCMS liaison

Partnership Manager (Community Safety)

Responsible for:

- Stakeholder engagement
- VCSE coordination
- Partnership development
- Co-production activity

Workstream Leads

- Youth Voice
- Workforce Development
- Young Futures Hub
- Youth Strategy
- Data & Evaluation
- Communications

Torbay Young Futures Hub & Local Youth Transformation Programme

4. Suggested Workstreams, whilst awaiting delivery partner from DCMS

Theme	Deliverables	Success Measures
Needs Analysis and Mapping across the whole partnership	- Equality Impact Assessment - Youth provision mapping - Data collation - Gap analysis - Needs assessment - Demographic analysis - Transport and accessibility review - Hub feasibility assessment	- Comprehensive landscape review completed - Priority delivery areas identified - Service pathways mapped - Governance, oversight and scrutiny - Inclusion board oversight
Co-production and Youth Voice	- Youth Advisory Board established - Youth Voice Framework developed - Lundy Model adopted - Co-production standards agreed - Ongoing youth consultation programme - Inclusion Board	500+ young people engaged - Representation from SEND, care experienced, LGBTQ+, rural communities, other identified minority groups, travellers, young carers and those in kinship care - Young people involved in governance and decision-making planned at flexible, accessible times for them - An intersectional, trauma attuned approach with an expansion of young peoples identified language that cares embedded in every area of the eco-system, practice and policies.
Hub Model Development	- Hub model and locations confirmed - Building readiness assessment - Capital investment plan	Core Offer to include: Increasing Opportunities - Careers advice - Employability support - Volunteering pathways - Skills development

Torbay Young Futures Hub & Local Youth Transformation Programme

	• Operational model developed • Service specifications completed • Referral pathways agreed	• Social action programmes Improving Mental Health • Youth work support • Mental health triage • Wellbeing activities • Peer support Crime Prevention • Diversionary programmes • Addressing Extra Familial Risk and Harm • Online Harm • Contextual safeguarding • Exploitation support • Youth justice pathways • Safe places, safe people and responses for missing children
Workforce Development	• Youth Endowment Fund evidence-based practice guidelines • Workforce strategy • Training framework for Youth Work • Peer Youth Worker pathway • With Youth Crew Volunteer / Mentoring pathway • Workforce competency framework	• Increased number of qualified youth workers • Improved retention • Stronger progression pathways • Youth work qualifications and apprenticeships • NYA Standard Qualification Framework
Partnership Development And Governance	• Torbay with Youth Partnership Framework • VCSE Steering Group • Partnership Agreements • Referral protocols • Data-sharing agreements • Informed consent arrangements • Data retention • Audit frameworks	Effective multi-agency and collaborative working: • Education providers / schools • Colleges • NHS • CAMHS • Public Health • Police • Youth Justice Service • DWP • VCSE organisations • Faith Organisations • LGBTQ+ services • Traveller services • Local employers

Torbay Young Futures Hub & Local Youth Transformation Programme

		• Safeguarding Partnerships
Digital Development	• Co-designed digital youth offer • Information portal • Service directory • Youth engagement platform • Communications strategy	• Improved access to information • Better service coordination • Increased youth engagement and co-production

5. Timeline

Our onboarding with DCMS commenced on the 16 September 2026 with a final session taking place on 14 October 2026. There has been a delay with DCMS allocating a delivery partner, therefore we estimate the timeline provided by DCMS below will have slipped by approximately one month.

Stage 1: Mobilisation and Onboarding (September to October 2026)

Milestone	Target
Programme mobilisation	Sept 2026
Governance established	Sept 2026
Youth Advisory Board established	Sept 2026
Project team recruited	Oct 2026
Stage 2 funding received	Oct 2026

Stage 2: Planning and Co-creation (September 2026 to February 2027)

Milestone	Target
Landscape review completed	Nov 2026

Torbay Young Futures Hub & Local Youth Transformation Programme

Milestone	Target
Youth consultation completed	Dec 2026
Service mapping completed	Dec 2026
Hub options appraisal completed	Jan 2027
Draft implementation plan	Jan 2027
Final implementation plan submitted	Feb 2027

Stage 3: Implementation and Strategy Development (March 2027 to August 2028)

Milestones and timeframes dependant on implementation plan

Stage 4: Sustainability and Legacy (August 2028 – March 2029)

Deliverables to include:

- Sustainability plan
- Future funding strategy
- Commissioning framework
- Evaluation report
- Business as usual plan

6. Indicative Funding Profile

Funding Stream	Purpose
Up to £100k Stage 2 Funding	Planning and co-production
Up to £300k YF Hub Funding (per year of programme)	Frontline delivery
Up to £500k LYT Funding	Transformation activities
Up to £125k Capital Funding	Building and digital improvements

7. Expected Legacy by March 2029

Torbay Young Futures Hub & Local Youth Transformation Programme

Torbay will have:

- A fully operational multiple venue, network of accessible safe spaces for young people.
- A published Torbay Youth Strategy.
- Embedded youth participation structures.
- A strengthened professional youth work workforce.
- A sustainable partnership model through Torbay With Youth.
- Integrated support pathways across health, education, community safety and children's services.
- Improved outcomes for young people in relation to opportunity, wellbeing and vulnerability.

Our Preparation

We are conscious this is a whole system approach for our young people and have benefited greatly from the experiences of early adopter Local Authorities in their honesty of time commitments, challenging conversations and alignment of value bases. We have heard incredible examples of young people's participation in their own offer leading to positive outcomes and sustainability.

Whilst we await our DCMS delivery partner, we have already spent time reviewing frameworks within our current Local Authority With Youth offer, to align our findings of improvement recommendations to Young Futures Hubs, the National Youth Strategy and the Families First Partnership.

We have highlighted:

- Children and Young people of Torbay need to be offered a consistent resilient and inclusive Independent Advocacy service at all levels of need
- The benefit of the With Youth young people's design (logo) being implemented to "kick start" YFH collaboration and co-production from the offset
- Youth Drug and Alcohol Service strategic safeguarding and audit arrangements to be established
- Torbay Youth Drug and Alcohol Services Framework to be aligned with DfE YDAS Services Framework
- We have worked towards an improved Young Carers graduated response, practice standards and accessible assessment. Timelines of support, visit requirements and plans to be reportable.

Torbay Young Futures Hub & Local Youth Transformation Programme

- The recording area for Young Carers to be visible to workers within the system to understand every child's journey, in order for their information to be included in monthly audits.
- A move towards preventative rather than reactive approach to Youth Homeless Prevention utilising family led meetings and Family Help assessments / plans at the Targeted Family Help level of need.
- The Youth Homeless Prevention strategy requires an update, including the Joint Housing Protocol in line with FFP requirements of a new front door model and earlier help.
- The Joint Housing Assessment to sit within LCS as a statutory document within Social Work pathways.
- Substantially reducing referral mechanisms to work towards one external once internal pathway across With Youth supporting data collection and analysis of needs through Power Bi
- A move to one recording system across With Youth, in line with Family Help, with all workers receiving training to undertake Family Help assessments that are within an audit framework
- Centralising the information and feedback we have from our young people to avoid saturation and duplication of questionnaires and meetings as we implement Young Future Hubs
- That the Young People's Participation Strategy is aligned with Young Futures Hubs, a whole Council approach and place-based information broadening the voices of young people across their eco-system.

We are privileged and excited to have the opportunity to co-design a long-term sustainable strategy with the children and young people of Torbay, for their community eco-system to wrap around the needs of their life journey. We are realistic that there is an incredible amount of work to be done across our Statutory and VSCE partnership requiring governance and support at every level of need and interdependency. We welcome this joined up approach across the entire system and look forward to getting started with the DCMS delivery partner to deliver the best possible outcomes for the children and young people of Torbay with the right support at the right time, in the right place in the right way.

Torbay Young Futures Hub & Local Youth Transformation Programme

Annexe A

Young Futures Hubs	Local authority led, these are open-access spaces providing support focused on mental health and wellbeing, improving opportunities, and reducing vulnerability to crime. They also provide targeted support for those needing tailored interventions. Through a multi-agency approach, they will collaborate with organisations across the health, crime, youth and career sectors, ensuring young people can access reliable and accessible support within their local communities.
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Local Youth Transformation	Funding to local authorities to improve their ability to meet their statutory duty for youth services in their area and build their capability to lead and deliver them. This will focus on systemic improvements, such as workforce training and partnership building, rather than frontline delivery.
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Young Futures Programme	Programme summary
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Young Futures Hubs	As above, open access spaces providing support focused on mental health and wellbeing, improving opportunities, and reducing vulnerability to crime.
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Local Youth Transformation	Multi-agency panels, delivered through Violence Reduction Units/Serious Violence Duty Partnerships, that identify young people vulnerable to being drawn into crime and connect them to appropriate local support. Young Futures Hubs will refer young people vulnerable to becoming involved in crime, as outlined in the Young Futures Panels guidance and/or receive referrals from Young Futures Panels
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Torbay Young Futures Hub & Local Youth Transformation Programme

Target cohort

Young Futures Hubs are open to all young people aged 10 to 18 (up to 25 for young people with SEND) with flexibility to change the age range according to local need. Within this open access approach, local authorities should prioritise engagement and support for young people showing early risk factors linked to poor outcomes in mental health, opportunity and crime (see table below). Evidence shows that early intervention delivered through trusted adults with welcoming, accessible provision is effective in preventing escalation and improving long-term outcomes.

Young Futures Hubs should provide non-stigmatising support that builds trust, strengthens resilience, and connects young people to the right help at the right time. While delivery should reflect local context and need, local authorities are expected to ensure that resources are focused on young people at risk of becoming Not in Education, Employment or Training (NEET), vulnerable to being drawn into crime, or developing poor mental health outcomes.

While anyone can access services, hubs should be particularly accessible and tailored toward those with early risk factors, with the aim for 60% of young people accessing Young Futures Hubs targeted services having one or more early risk factor(s).

The following list is not exhaustive and provides early indicators that young people may be at risk. This is to be used alongside practitioner insight and consideration of individual circumstances.

List of early risk indicators across programme objectives

Early risk indicators include:

- being disengaged, excluded or absent from school/ not in education, employment or training
- probable mental health condition
- looked after/care-experience
- harm-involved social networks
- experience of poverty or deprivation
- anti-social behaviour (perpetration of) or previous offending (particularly lower-level crimes such as stealing or minor theft)
- having a special educational need or disability (SEND)
- being in contact with social care, or parents/carers contacted by social or educational services about young persons' behaviour

Torbay Young Futures Hub & Local Youth Transformation Programme

- having a parent/carer or guardian with a disability or mental health condition (including substance misuse)
- multiple Adverse Childhood Experiences